

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: 541 Massachusetts Avenue, Cambridge, MA  
Zoning District: Business B  
Applicant Name: Revolutionary Clinics II, Inc.  
Applicant Address: 9 Bartlet Street, #335, Andover, MA 01810  
Contact Information: 978-474-8008 Jvining@thecasfoundation.org  
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.*

Special Permit from Planning Board to permit a Registered Marijuana Dispensary use in the Business B district of Central Square. (11.802.8)

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

1. Application Forms  
(Cover Sheet, Dimensional Form, Ownership Certificate, Fee Schedule)
2. Project Narratives
3. Project Plans and Illustrations
4. Certifications of Other Agency Review

Signature of Applicant: *But King, Vice President*

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

Date

Signature of CDD Staff

**DIMENSIONAL FORM**

**Project Address:** 541 Mass Ave, Cambridge

**Application Date:** 7/5/18

	Existing	Allowed or Required (max/min)	Proposed
Lot Area (sq ft)	6025	14380	6025
Lot Width (ft)	121	None	121
Total Gross Floor Area (sq ft)	6025	39545	6025
Residential Base			
Non-Residential Base	6025	13221	6025
Inclusionary Housing Bonus			
Total Floor Area Ratio	0.92	2.75/3.0	0.92
Residential Base			
Non-Residential Base	0.92	2.75/3.0	0.92
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)	15.9	55	15.9
Front Yard Setback (ft)	Existing	None	Existing
Side Yard Setback (specify) (ft)	Existing	None	Existing
Side Yard Setback (specify) (ft)	Existing	None	Existing
Rear Yard Setback (ft)	Existing	None	Existing
Open Space (% of Lot Area)	N/A	None	N/A
Private Open Space	N/A	None	N/A
Permeable Open Space	N/A	None	N/A
Other Open Space (Specify)			
Off-Street Parking Spaces	Existing Municipal	10/7	Municipal Parking
Long-Term Bicycle Parking	N/A	0.1 per 1000= 6	6
Short-Term Bicycle Parking	N/A	0.6 per 1000= 4	8
Loading Bays	0	B less than 10000= 0	0

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

**OWNERSHIP CERTIFICATE**

**Project Address:** 110 Fawcett Street

**Application Date:**

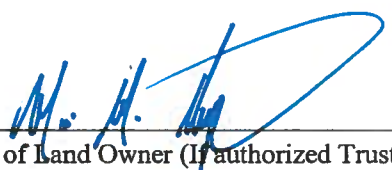
This form is to be completed by the property owner, signed, and submitted with the Special Permit Application:

I hereby authorize the following Applicant: Revolutionary Clinics II, Inc.  
at the following address: 9 Bartlet Street, Andover, MA. 01810  
to apply for a special permit for: Registered Marijuana Dispensary  
on premises located at: 541 Massachusetts Ave, Cambridge  
for which the record title stands in the name of: 545-565 Mass Ave LLC  
whose address is: 585 Massachusetts Ave, Cambridge 02139

by a deed duly recorded in the:

Registry of Deeds of County: Middlesex Book: \_\_\_\_\_ Page: \_\_\_\_\_

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



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

To be completed by Notary Public:

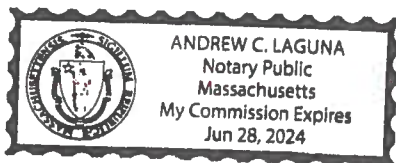
Commonwealth of Massachusetts, County of Middlesex

The above named Morris Naggar personally appeared before me,

on the month, day and year July 19th 2018 and made oath that the above statement is true.

Notary: Andrew Laguna

My Commission expires: June 28th 2024



**FEE SCHEDULE**

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**Project Address:**

**Application Date:**

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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**

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New or Substantially Rehabilitated Gross Floor Area (SF): × \$0.10 =

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

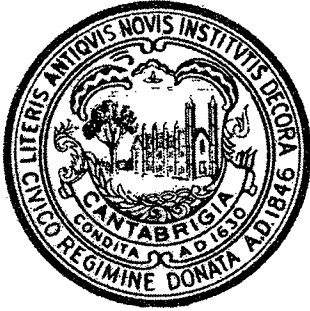
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Other Special Permit Enter \$150.00 if no other fee is applicable:

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

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CITY OF CAMBRIDGE, MASSACHUSETTS

# PLANNING BOARD

CITY HALL ANNEX, 344 BROADWAY, CAMBRIDGE, MA 02139

## CERTIFICATION OF RECEIPT OF PLANS BY CITY OF CAMBRIDGE TRAFFIC, PARKING & TRANSPORTATION

City Department/Office:

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Project Address:

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Applicant Name:

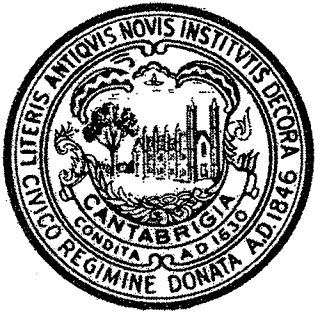
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For the purpose of fulfilling the requirements of Section 19.20 and/or 6.35.1 and/or 5.28.2 of the Cambridge Zoning Ordinance, this is to certify that this Department is in receipt of the application documents submitted to the Planning Board for approval of a Project Review Special Permit for the above referenced development project: (a) an application narrative, (b) small format application plans at 11" x 17" or the equivalent and (c) Certified Traffic Study. The Department understands that the receipt of these documents does not obligate it to take any action related thereto.

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Signature of City Department/Office Representative

Date



CITY OF CAMBRIDGE, MASSACHUSETTS

# PLANNING BOARD

CITY HALL ANNEX, 344 BROADWAY, CAMBRIDGE, MA 02139

## CERTIFICATION OF RECEIPT OF PLANS BY CITY OF CAMBRIDGE DEPARTMENT OF PUBLIC WORKS

City Department/Office:

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Project Address:

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Applicant Name:

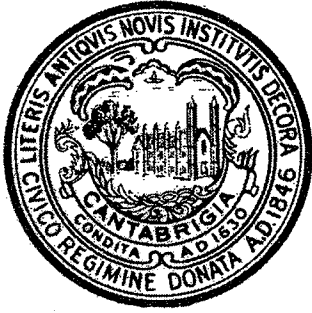
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For the purpose of fulfilling the requirements of Section 19.20 of the Cambridge Zoning Ordinance, this is to certify that this Department is in receipt of the application documents submitted to the Planning Board for approval of a Project Review Special Permit for the above referenced development project: (a) an application narrative and (b) small format application plans at 11" x 17" or the equivalent. The Department understands that the receipt of these documents does not obligate it to take any action related thereto.

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Signature of City Department/Office Representative

Date



CITY OF CAMBRIDGE, MASSACHUSETTS

# PLANNING BOARD

CITY HALL ANNEX, 344 BROADWAY, CAMBRIDGE, MA 02139

## CERTIFICATION OF RECEIPT OF PLANS BY CITY OF CAMBRIDGE TREE ARBORIST

City Department/Office:

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Project Address:

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Applicant Name:

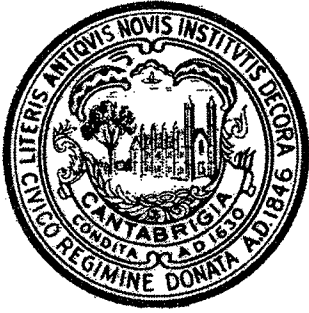
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For the purpose of fulfilling the requirements of Section 4.26, 19.20 or 11.10 of the Cambridge Zoning Ordinance, this is to certify that this Department is in receipt of the application documents submitted to the Planning Board for approval of a MultiFamily, Project Review or Townhouse Special Permit for the above referenced development project: a Tree Study which shall include (a) Tree Survey, (b) Tree Protection Plan and if applicable, (c) Mitigation Plan, twenty one days before the Special Permit application to Community Development.

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Signature of City Department/Office Representative

Date



CITY OF CAMBRIDGE, MASSACHUSETTS

# PLANNING BOARD

CITY HALL ANNEX, 344 BROADWAY, CAMBRIDGE, MA 02139

## CERTIFICATION OF RECEIPT OF PLANS BY CITY OF CAMBRIDGE WATER DEPARTMENT

City Department/Office:

Project Address:

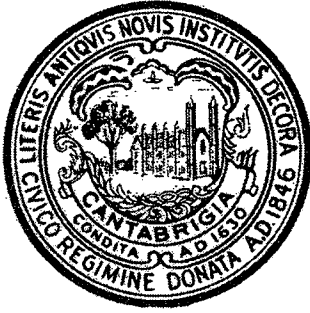
Applicant Name:

For the purpose of fulfilling the requirements of Section 19.20 of the Cambridge Zoning Ordinance, this is to certify that this Department is in receipt of the application documents submitted to the Planning Board for approval of a Project Review Special Permit for the above referenced development project: (a) an application narrative and (b) small format application plans at 11" x 17" or the equivalent. The Department understands that the receipt of these documents does not obligate it to take any action related thereto.

Signature of City Department/Office Representative

Date





CITY OF CAMBRIDGE, MASSACHUSETTS

# PLANNING BOARD

CITY HALL ANNEX, 344 BROADWAY, CAMBRIDGE, MA 02139

## CERTIFICATION OF RECEIPT OF PLANS BY CITY OF CAMBRIDGE LEED SPECIALIST

City Department/Office:

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Project Address:

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Applicant Name:

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For the purpose of fulfilling the requirements of Section 22.20 of the Cambridge Zoning Ordinance, this is to certify that this Department is in receipt of the application documents submitted to the Planning Board for approval of a Special Permit for the above referenced development project: (a) an application narrative, (b) small format application plans at 11" x 17" or the equivalent and (c) completed LEED Project Checklist for the appropriate LEED building standard, accompanying narrative and affidavit. The Department understands that the receipt of these documents does not obligate it to take any action related thereto.

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Signature of City Department/Office Representative

Date

## Revolutionary Clinics II

### RMD Project General Narrative – 541 Massachusetts Avenue, Cambridge

Revolutionary Clinics II (RC), formerly known as The CAS Foundation, Inc. (CAS), respectfully offers this narrative, the application, and supporting materials to the Planning Board of the City of Cambridge after careful examination of its Special Permit requirements in a manner that aims to demonstrate that RC will consistently meet its obligations. We have made every effort to plan and design a facility that meets or exceeds all requirements and to establish a dispensary that is consistent with the character and needs of the City of Cambridge and its citizens.

The proposed Revolutionary Clinics II (RC) Registered Marijuana Dispensary facility consists of an attached 6,500-square-foot building that previously served as an art gallery and function space located at 541 Massachusetts Avenue in Cambridge. The building is serviced by on-street metered parking as well as Cambridge Municipal parking lot No. 5, which is adjacent to the rear of the building. Municipal lot No. 5 provides 82 spaces and allows 2-hour parking for \$1.25 per hour between 8:00 a.m. and 6:00 p.m. There are four additional municipal parking lots within walking distance. In addition, this site is within a 1-minute walk from the Central Square MBTA Red Line station, there are 7 MBTA bus lines that connect in Central Square and there are four Blue Bike Stations within a 5-minute walk. This site is located within the Medical Marijuana Overlay District, and is located within the Business BB Zoning District. RC secured this site after investing significant effort and resources to comply with the Medical Marijuana Overlay district as amended in February 2017 and satisfies the provisions of the Medical Marijuana Overlay district section 11.800 of the Cambridge Zoning Ordinance and Map.

The building located at 541 Massachusetts Avenue is a concrete block exterior with wood framing construction typical of the day and age. This structure will undergo extensive exterior and interior reconstruction and will be equipped with areas of ingress and egress on Massachusetts Avenue. The majority of the space will be used as a retail Registered Marijuana Dispensary (RMD), while a small portion will be devoted to community engagement space on an ad hoc basis, an interactive art display and/or public message board and limited office space (to be occupied by office/administrative staff). Our plans include a secure storage vault room within which we will use a storage safe that will consist of a GSA approved 13 cubic-foot, drill-resistant, steel-plated safe with keypad access and anchored to the floor. As noted above, there is ample parking available for patients, staff, and administration. Staff will make use of public transit and other modes, and staff parking will be limited to that which is available in municipal lots.

Once the build-out is completed, this site will be outfitted with state-of-the-art patient access and security functions. All security measures will be in compliance with 105 CMR 725.110. The building will be outfitted with surveillance cameras, silent and audible alarms, motion detectors, and real-time remote monitors. The steel entry doors will be equipped with an

electronic control access system and will be controlled by keycard locks that create an audit trail. The exterior of the building will be monitored by surveillance cameras enabled to pan, tilt, and zoom, and ability to see during both day and night (without additional lighting). The perimeter of the facility will be amply lit with warning and surveillance signs. All exterior areas of the property and the appropriate adjacent area will be under video (with audio) surveillance twenty-four hours a day, with live monitoring – seven days a week, and every day of the year.

The retail dispensing area will include: (1) an entry trap where patients will demonstrate that they are current registrants in the Department of Public Health (DPH) Medical Marijuana Program in order to gain access to the facility; (2) a reception/waiting area; (3) a dispensing area; (4) a sales and transaction area; (5) a packaged products fulfillment area that is separate and secure from the dispensing area where patient orders will be filled. Products will be packaged in childproof containers, and labeled with important health and safety information; and (6) an exit trap to allow for secure exit from the facility. The build out will also include the construction of a secure storage area and an office/administrative area. RC has secured final approval from MDPH for a cultivation site located in Fitchburg. The Massachusetts Avenue site will not conduct any activities related to marijuana cultivation or product manufacturing.

### **Zoning Relief Requested**

The Applicant, RC II, requests the following relief under the Cambridge Zoning Ordinance:

1. Generally applicable special permit criteria pursuant to section 10.43 of the Ordinance;
2. Special permit relief pursuant to Section 11.800 of the Ordinance;
3. Special permit relief pursuant to Section 20.305 of the Ordinance.

### **Generally Applicable Criteria for Approval of a Special Permit**

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:

- a. It appears that requirements of this Ordinance cannot or will not be met.

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

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

*Traffic generated and patterns of access or egress will not cause congestion, hazard, or substantial change in the established neighborhood character. Central Square is a vibrant, bustling neighborhood that has historically been the center of Cambridge's cultural, commercial and social services industry. Although the neighborhood has been the site of some recent redevelopment, our establishment will be consistent with both the established and emerging character of the neighborhood. Moreover, the retail space will occupy approximately 5,000 sf, with a portion of that dedicated to interactive art and/or informational displays, community events/educational use on an ad hoc basis, office space, and storage. The facility will be equipped, after build-out, with a reception and admittance area to prevent registered patients from loitering outside the facility (which will be strongly discouraged). Upon entry, patients pass through a secure mantrap into a waiting area which will allow patients to be inside the facility while being educated about the product line prior to entering the sales area where transactions take place. Educational and instructional materials will be available and disseminated as well as information about restrictions on public consumption, dosage, abuse and resources for help.*

*Additionally, this site is within a 1-minute walk from the Central Square MBTA Red Line station, there are 7 MBTA bus lines that connect in Central Square and there are four Blue Bike Stations within a 5-minute walk. Although the applicant expects most patients will use non-automobile modes of transport, Massachusetts Avenue provides on-street metered parking and Cambridge Municipal parking lot No. 5, which is adjacent to the rear of the building, has 82 spaces and allows 2-hour parking for \$1.25 per hour between 8:00 a.m. and 6:00 p.m. There are also four additional municipal parking lots within walking distance. For additional information regarding transportation impacts, see the Transportation Memorandum by Howard Stein Hudson Associates, included herewith.*

- 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 patient care. As such, there are no applicable adjacent uses that will be developed or adversely affect the nature of the proposed use. RC II has received final approval and presently operates cultivation and processing facility in Fitchburg. There will be no packaging, cultivation or processing activities of any type occurring at the proposed RC II RMD.*

- 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

*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. Eighty percent of the Citizens of Cambridge voted to support the ballot initiative, which allowed Medical Marijuana dispensaries in the Commonwealth. Moreover, since Cambridge adopted its zoning in 2013, a vast 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 for this emerging industry and how the future development of the marketplace will impact the City of Cambridge.*

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

*The proposed Dispensary will not impair the integrity of the District or the adjoining district because it is located within the designated zoning area BB and its use will not be apparent to the public way. Additionally, the design plan allows for registered patients to quickly and safely enter the facility and remain in a waiting/consulting/educational area until they are assisted by a dispensary agent, while also providing space for art displays, informational message boards, and/or community events that will add to the unique nature of the vibrant street life of Massachusetts Avenue in Central Square. 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.*

- f. 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 is consistent with the Urban Design Objectives set forth in Section 19.30. RC II has invested considerable time and resources to design a facility that will complement and improve the aesthetics of the surrounding neighborhood. The design will shield from the public view the entirety of the sales area and regulated material, while also engaging the community with interactive displays and open space to be used on an ad hoc basis. The proposed lighting and security measures will be sensitively placed to provide a safe yet unobtrusive means of surveillance for the appropriate and most sensitive portions of the building and building site. In addition, the design and use of the proposed facility will be consistent with and maintain the form and character desirable for the Central Square neighborhood.*

### **11.804 Special Permit Criteria.**

11.804 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 (“RMD”) 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.

*RC’s proposed RMD facility has received a Provisional Certificate of Registration for a dispensing facility at 541 Massachusetts Avenue from MDPH. The site is more than 1800 feet from any other RMD, as required by Section 11.802.8 of the Ordinance. Based on the public testimony and comment from residents and patients, the 541 Massachusetts Avenue location will serve a critical need in a publicly accessible and inviting pedestrian-friendly environment.*

- 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 site is located within 500 feet of the Henry Buckner School located on Bishop Allen Drive. The Henry Buckner School is a private facility that provides early childhood learning and care to approximately 70 infants, toddlers, pre-school, kindergarten and first grade children. The proposed RMD at 541 Massachusetts Avenue is sufficiently removed from this school and is sufficiently buffered by the existing street scape, buildings, parking lots, and neighboring uses. The RMD is physically remote from the school, and there is no logical or factual connection between the two uses. There is sufficient buffer between the proposed facility and the Henry Buckner School to preclude any adverse impacts. The applicant has contacted Pastor Ellis in order to begin communicating with school administrators to develop an action plan to prevent any potential adverse impacts from occurring. The applicant will*

*supplement this submission with a summary of those discussions. In addition, RC notes that the Crime Prevention aspects of its security plan will add to buffer any nearby use.*

- 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 pedestrians, bicyclists, public transportation users and automobiles.

*The proposed RC II facility sited at 541 Massachusetts Avenue is conveniently located within a 1-minute walk from the Central Square MBTA Red Line station, there are 7 MBTA bus lines that connect in Central Square and there are four Blue Bike Stations within a 5-minute walk. Although the applicant expects most patients will use non-automobile modes of transport, Massachusetts Avenue provides on-street metered parking and Cambridge Municipal parking lot No. 5, which is adjacent to the rear of the building, has 82 spaces and allows 2-hour parking for \$1.25 per hour between 8:00 a.m. and 6:00 p.m. There are also four additional municipal parking lots within walking distance. Moreover, the building was constructed prior to June 1, 1940, and is therefore exempt from the parking and loading requirements of Section 20.304.6 of the Ordinance. Our physically challenged patients will receive door-to-door service. We are very sensitive to all our patients having the opportunity to enjoy the in-store dispensary experience. We will meet or exceed all ADA standards. We will also provide home delivery services.*

*RC will employ a state-of-the-art security system. All security measures will be in compliance with 105 CMR 725.110. The building will be outfitted with surveillance cameras, silent and audible alarms, motion detectors, and real-time remote monitoring by a third party. Steel entry doors will be equipped with an electronic control access system and will be controlled by keycard locks that create an audit trail. The exterior of the building will be monitored by surveillance cameras fixed enabled to pan, tilt, and zoom. The perimeter of the facility will be amply lit with warning and surveillance signs. The exterior areas of the property will be under video (with audio) surveillance 24/7/365 (twenty-four hours a day, seven days a week, and every day of the year).*

*The network of surveillance cameras will be strategically placed around the perimeter of the building and in every area inside the building where clients will be and where marijuana products will be handled. This includes all entrance and exit traps, the secure waiting area, the dispensary floor, the sales and fulfillment areas, the inventory safe area, all back office entrances, exits, and corridors, and the entire delivery packaging/loading/unloading areas. The cameras are vandal-resistant and equipped to operate in both day and night modes. Areas where medical cannabis is handled will be monitored by video surveillance cameras that are arrayed in fixed positions at a height that will provide a clear unobstructed view of all activity as well as clear and certain*

*identification of persons and activities at all times. Cameras will also be placed at each location where dispensing, fulfillment, and labeling activities occur, in adequate fixed positions and at a height that will provide a clear unobstructed view of regular activity, allowing for the clear and certain identification of persons and activities at all times.*

*All surveillance recordings will be kept for a minimum of 90 calendar days. The outside perimeter of the premises will be lit in a manner that allows security staff to monitor the area and enables the video surveillance system to easily capture all activities. However, the cameras are designed to operate in the infrared spectrum requiring no light at all. The lighting and surveillance systems will be designed to minimize any impact on our neighbors.*

*RC also offers and welcomes complete video, forensic and intrusion integration with the Cambridge Police Department. If requested, RC will provide full and seamless integration of all exterior surveillance cameras and intrusion alarm notifications at no cost to the City of Cambridge.*

- 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.

*Please see the Transportation Analysis included with the application.*

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

*Unregulated solid waste (i.e., trash) and recyclables will be stored inside the building in wheeled in bins for regularly scheduled collection by a private hauler.*

*All regulated materials will be transported by RC back to its facility in Fitchburg for proper disposal or destruction. No waste materials of a regulated nature will be stored or contained on the outside/ exterior of the facility.*

- 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.

*RC has invested considerable time and resources to design a facility that will complement and improve the aesthetics of the surrounding neighborhood. The design will shield from the*



*public view the entirety of the sales area and regulated materials, while also engaging the community with interactive displays and open space to be used on an ad hoc basis. The proposed security measures will be sensitively placed to provide a safe yet unobtrusive means of surveilling the appropriate and most sensitive portions of the building and building site.*

### **20.305 Standards for Issuance of Special Permits.**

Because this use is proposed within the Central Square Overlay District, the applicant further requests relief pursuant to Section 20.305, Standard for Issuance of Special Permits. The applicant requests that the Planning Board find that this proposed use is consistent with the goals and objectives of the Central Square Action Plan in that the RMD will strengthen the retail base of the district, will preserve the cultural diversity, will create active people oriented space, will improve the physical and visual environment and will serve the diverse economic and social groups that live in the neighborhood.

*See the detailed descriptions contained previously in this narrative which describe the use, function and design of the proposed RMD. The applicant directs the Board's attention to the design features which include an open space for community engagement on an ad hoc basis and clear glass windows which look into an interactive art display and/or public message board that shields the public view from, as required by 105 CMR 725.100, any restricted use or product with the premises.*

### **CONCLUSION**

*For all the reasons set forth in the application and supporting materials included herewith we respectfully request you approve the requested Special Permit relief.*

## **Revolutionary Clinics II**

### **Special Permit Specific Narrative – 541 Massachusetts Avenue, Cambridge**

Revolutionary Clinics II (RC), formerly known as The CAS Foundation, Inc. (CAS), respectfully offers this narrative, the application, and supporting materials to the Planning Board of the City of Cambridge after careful examination of its Special Permit requirements in a manner that aims to demonstrate that RC will consistently meet its obligations. We have made every effort to plan and design a facility that meets or exceeds all requirements and to establish a dispensary that is consistent with the character and needs of the City of Cambridge and its citizens.

#### **Description of Facility**

The proposed Revolutionary Clinics II (RC) Registered Marijuana Dispensary facility consists of an attached 6,500-square-foot building that previously served as an art gallery and function space located at 541 Massachusetts Avenue in Cambridge. The building is serviced by on-street metered parking as well as Cambridge Municipal parking lot No. 5, which is adjacent to the rear of the building. Municipal lot No. 5 provides 82 spaces and allows 2-hour parking for \$1.25 per hour between 8:00 a.m. and 6:00 p.m. There are four additional municipal parking lots within walking distance. In addition, this site is within a 1-minute walk from the Central Square MBTA Red Line station, there are 7 MBTA bus lines that connect in Central Square and there are four Blue Bike Stations within a 5-minute walk. This site is located within the Medical Marijuana Overlay District, and is located within the Business BB Zoning District. RC secured this site after investing significant effort and resources to comply with the Medical Marijuana Overlay district as amended in February 2017 and satisfies the provisions of the Medical Marijuana Overlay district section 20.700 of the Cambridge Zoning Ordinance and Map.

#### **Compliance with Zoning:**

The property at 541 Massachusetts Avenue in Cambridge conforms to the zoning requirements of the Business BB zoning district within the Central Square Business District. It is specifically located within the approved Medical Marijuana Overlay district pursuant to Section 11.800 of the Ordinance, and more than 1800 feet distant from another RMD as required by Section 11.802.8.

Attached is the dimensional form which indicates that the existing 6500 sf building meets all requirements of the zoning regulations.

The building located at 541 Massachusetts Avenue is a concrete block exterior with wood framing construction typical of the day and age. This structure will undergo extensive exterior and interior reconstruction and will be equipped with areas of ingress and egress on Massachusetts Avenue. The majority of the space will be used as a retail Registered Marijuana

Dispensary (RMD), while a small portion will be devoted to community engagement on an ad hoc basis, an interactive art display/message board and limited office space (to be occupied by office/administrative staff). Our plans include a secure storage vault room within which we will use a storage safe that will consist of a GSA approved 13 cubic-foot, drill-resistant, steel-plated safe with keypad access and anchored to the floor. As noted above, there is ample parking available for patients, staff, and administration. Staff will make use of public transit and other modes, and staff parking will be limited to that which is available in municipal lots.

Once the build-out is completed, this site will be outfitted with state-of-the-art patient access and security functions. All security measures will be in compliance with 105 CMR 725.110. The building will be outfitted with surveillance cameras, silent and audible alarms, motion detectors, and real-time remote monitors. The steel entry doors will be equipped with an electronic control access system and will be controlled by keycard locks that create an audit trail. The exterior of the building will be monitored by surveillance cameras enabled to pan, tilt, and zoom, and ability to see during both day and night (without additional lighting). The perimeter of the facility will be amply lit with warning and surveillance signs. All exterior areas of the property and the appropriate adjacent area will be under video (with audio) surveillance twenty-four hours a day, with live monitoring – seven days a week, and every day of the year.

The retail dispensing area will include: (1) an entry trap where patients will demonstrate that they are current registrants in the Department of Public Health (DPH) Medical Marijuana Program in order to gain access to the facility; (2) a reception/waiting area; (3) a dispensing area; (4) a sales and transaction area; (5) a packaged products fulfillment area that is separate and secure from the dispensing area where patient orders will be filled. Products will be packaged in childproof containers, and labeled with important health and safety information; and (6) an exit trap to allow for secure exit from the facility. The build out will also include the construction of a secure storage area and an office/administrative area. RC has secured final approval from MDPH for a cultivation site located in Fitchburg. The Massachusetts Avenue site will not conduct any activities related to marijuana cultivation or product manufacturing.

### **Patient Facing Dispensary Operations**

Dispensary operations consist of an initial ID check of all potential patients at the sheltered entryway at the exterior of the building. In order to access any part of the RC facility, a patient must first make an appointment with a Massachusetts licensed physician who has registered with the Department of Public Health Medical Use of Marijuana Program. The patient's physician must determine, in his/her professional opinion, that the patient has a debilitating medical condition for which medical marijuana is a viable treatment option. The physician will certify and register the patient in the DPH interoperable database. The patient must then complete the registration process and be issued a medical marijuana ID card by the DPH. There will be no diagnosis or issuance of physician certifications or DPH ID cards at the RC Massachusetts Avenue facility.

If the patient presents a valid DPH-issued ID upon arrival to the facility, the patient will be admitted to the secure entrance trap area where his/her credentials are verified through the DPH database. Once verified, patients will be admitted to a secure reception/waiting area before being called into the dispensing area. The reception area consists of a reception desk staffed by a dispensary employee, and a waiting area. When a qualified patient visits a RC dispensary for the first time they will be given a brief orientation to the facility. Patient records will be originated from a questionnaire that may include summary biographical data, as well as a scanned copy of the patient's physician-issued certification, DPH-issued ID card, and state-issued ID card. Each subsequent visit to the RMD will generate an entry in the patient's record indicating their access to the RMD, purchase and sales data such as type, quantity, batch and pricing information. To fill a patient order, the system creates a new sales ticket and enters information that links a specific client record to specific product inventory. Upon completion of the order, the system updates the transaction record, the product inventory record, and the client record accordingly. Our patient record keeping system keeps information confidential and is consistent with HIPAA requirements where appropriate.

Patients will be admitted to the dispensing area as space allows. The RC process provides for one-on-one interaction between a dispensary agent and a patient throughout the dispensing process. A dispensary agent will escort the patient to an individual display pedestal where all products are displayed. The patient will be able to choose from among a variety of forms of medicine such as cannabis flowers and marijuana infused products.

The dispensary agent will confirm with the DPH database that the patient is eligible to receive medicine, and record the patient's order on a handheld device. Once a patient has placed an order with a dispensary agent, he/she will move to the fulfillment area where payments will be processed and the medicine will be sealed in a childproof exit bag. All medicated products will be manufactured and packaged at the RC cultivation and processing facility in Fitchburg. The patient will exit through the secure exit trap. Patients are required to exit the facility as soon as their order has been filled. They are not allowed to take their medicine on the premises or loiter around the exterior of the dispensary.

A security desk is located beside the entrance on the inside of the Dispensary. During business hours, the security desk will be staffed by a qualified security agent. The agent will attend to all patients entering the facility by authenticating their credentials and allowing them access to the Dispensary.

## **Non-Patient Facing Dispensary Operations**

### **A. Inventory Management**

Stringent controls will be put in place by our Point of Sale (POS)/Inventory tracking system, tools and forms for accounting and verification, and tasks and processes that will ensure

accountability at every stage, such as verifying product identification and weight measurements in multiple departments (Cultivation, Inventory, Processing, Sales). We will use either MJ Freeway or BioTrack for our POS inventory management system.

We will obtain and report the customer ID and patient information, all validated against the patient's DPH issued card and accepted ID. We will track sales of medicated products to patients. Our record keeping system will be integrated throughout so that we can provide data feeds to the data points needed to meet regulatory compliance, accessing the Department's hosted system by secure web connection.

Our POS solution will be integrated with QuickBooks. Couple all this information with the ability to monitor key performance indicators, and we truly have an end-to-end solution that will give us full access into every aspect of our business as we use technological solutions to meet business challenges.

Our system will track and time-stamp plant assignments, movements, and changes in state; batch dates of creation, yield weights, and created packages; nutrients used; test results; MIP ingredients; creation, movement, and sale of finished product; and employee system access. The system delineates inventory by location and stage of production process, and it stores the operation's gross inventory in sub-locations as appropriate.

#### B. Payment Processing and Cash Handling

RC maintains a business banking relationship with a well-known banking institution that will handle all of our business banking needs. RC will accept cash and debit cards. We expect that in the early months of operations, as demonstrated by sales at our existing Somerville dispensary, 65-70% of transactions will occur in cash. Like any such business, RC will employ 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 will occur on a timely basis to ensure that no more cash than is necessary for the ordinary course of business is kept on site.

#### C. General & Administrative and Recordkeeping Functions

General and administrative functions for the Cambridge facility will take place off site. RC uses industry standard applications for accounting and personnel recordkeeping. We maintain audit and compliance procedures that generate and maintain accounting and other financial records. RC also uses a comprehensive inventory control and tracking system that generates records relating to products and inventory. This system chronicles every step, ingredient, activity, and transaction in the life cycle of our plants. All activity is fully auditable.

#### **Personnel Policies**

RC has adopted personnel policies to guide recruitment, hiring, training and managing its employees. Clearly defined and reinforced personnel policies will contribute to a consistently

safe, patient-focused work environment, staffed by a competent team. Adherence to proper safety protocols and adequate oversight of information will be the foundation of all our personnel policies. RC is dedicated to competitive pay structures, opportunities for advancement, and merit-based bonuses, and will provide employees with a highly competitive benefits package. RC will 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.

### **Patient Education**

Education is a top priority. We will provide educational support on a one-to-one basis beginning with the first patient visit. Our Intake Specialist will take a detailed intake history in a private and comfortable space set aside for intake and educational purposes.

RC will provide patients with printed as well as online information including scientific research related to the medicinal use of marijuana, how to promote an overall healthy lifestyle, the safest and most effective means of administering marijuana for medicinal use and booklets and materials on a number of conditions, medications, and side effects.

RC 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 Patient Support Groups.

We will also provide information and resource materials about substance abuse and marijuana addiction from national health organizations. Website and booklets are available in English and Spanish, with more languages to follow.

### **Security**

The Medical Cannabis industry presents a dynamic and rapidly evolving business environment in which all agents and employees must focus on the safety of clients, employees and the broader community in which they operate. Security in the Medical Cannabis space requires a comprehensive and holistic planning approach. Security safeguards generally fall into one of three categories: physical security, operational security and information security.

Physical security involves measures undertaken to protect clients, staff, equipment, inventory and cash against anticipated threats. It includes both passive and active measures. Passive measures may include the use of architecture, signage, landscaping and lighting to achieve improved security by deterring, disrupting or mitigating potential threats. Active measures

include the use of personnel and technologies designed to deter, detect, report and react against threats.

Operational security involves creating policies and procedures, and establishing controls, to ensure regulatory compliance, 360-degree visibility into all stages of the supply chain, and audit traceability and forensic reporting in the event of a breach via a comprehensive electronic access control system. This is done by identifying, controlling and protecting those interests associated with the integrity and the unimpeded performance of a facility. The two fundamental pillars of operational security are (1) procedures and (2) personnel. Procedures establish controls to prevent unauthorized access to a facility, inventory and other business assets, whether through carelessness, criminal intent or an outside threat. Trained operations and security personnel protect and enforce the security procedures and policies governing facility operations.

Information security involves protecting the confidentiality, integrity and availability of data from accidental or intentional misuse by people inside or outside an organization or facility. Key elements of information security include limiting information to authorized entities; preventing unauthorized changes to or the corruption of proprietary data; guaranteeing authorized individuals the appropriate access to critical information and systems; and ensuring that data is transmitted to, received by or shared with only the intended recipient.

### **Security Systems Summary**

This building will be outfitted with state-of-the-art patient access and security functions. All security measures will be in compliance with 105 CMR 725.110. The building will be outfitted with (thirty) plus high definition IR surveillance cameras that are connected to a secure video VLAN. All cameras will be stored for a minimum of sixty days depending on location. Silent and audible alarms will be added as another security layer via Access Control and Intrusion. Real-time remote monitors for Access Control and CCTV will be available 24 hours a day. Steel entry doors will be equipped with an electronic control access system and will be controlled by electric and electrical mechanical locks that create an audit trail. The exterior of the building will be monitored by surveillance cameras with the ability to edge record. The perimeter of the facility will be amply lit with warning and surveillance signs. All exterior areas of the property and the appropriate adjacent area will be under video surveillance twenty-four hours a day, with live monitoring – seven days a week, and every day of the year.

#### **A. Law Enforcement and Public Safety Official Communication**

RC officials, during our Special Permit application process for our Fawcett Street dispensary, met with the Police Commissioner on September 19, 2016. RC will continue to maintain direct communication and an open door policy with regards to all state and town law enforcement, public safety and public health agencies; including, but not limited to the DPH. This policy begins by notifying such agencies of our presence and our intended operations. It continues by informing them of our operations and educating them on various aspects of what we do. This

can include informing them about the products we handle, the purpose and locations of key functions in the facility, our incident preparedness policies and procedures, emergency exits and assemblage locations, utility service shut off points, and emergency/post emergency contact information.

#### B. On-Site Security Personnel

Dispensary security operations will be overseen by a dedicated security agent who will be present on-site at all times during business operations. The duties of this agent are multifaceted, and include monitoring and surveillance of the facility entrance and exit, perimeter inspections, and working with dispensary staff to prevent adverse incidents from occurring. The agent will be supported by a comprehensive electronic security system comprised of cameras, motion detectors, and duress alarms, as well as comprehensive emergency procedures and employee training.

#### C. 24/7/365 Surveillance Cameras

A secured network of surveillance cameras will be strategically placed around the perimeter of the building and in every area inside the building where clients will be and where regulated products are handled. This includes all entrance and exit traps, the secure waiting area, the dispensary 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 will be outfitted with (thirty) plus high definition IR surveillance cameras that are connected to a secure video VLAN. All cameras will be stored for a minimum of sixty days depending on location. 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 will be available 24 hours a day.

#### D. Access Control System

An automated access control panel will control 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 will be available for inspection by the DPH at all times. All visitor identification badges shall be returned to the RMD upon exit.

#### E. Alarm Systems

The facility will be 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 in the event that the primary system fails to function properly.

#### F. Inventory Tracking and Control System



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

#### G. Employee Training

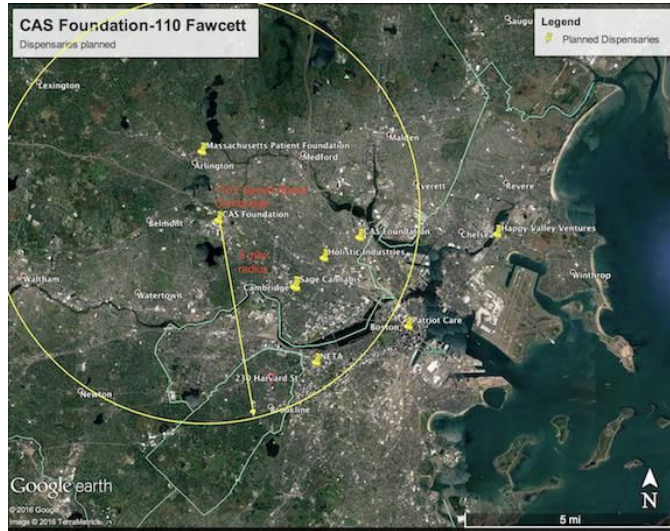
Staff will be hired on a 3-month probationary status. They will participate in rigorous training, and be evaluated for suitability in a restricted-access medical environment. Training includes the employee handbook, reading materials, lectures by professionals, hands-on training and quizzes. Legal- Training will cover all State & Federal laws relating to marijuana, & medical cannabis. Legal obligations of licensed cannabis dispensaries will be emphasized. Topics will include the rules & regulations, sexual harassment, interaction with law enforcement, and the rights and responsibilities of medical cannabis patients. Legal training will include at least one two-hour session with an attorney.

Medical- Training will include disabled rights and sensitivity, how to identify and interact with a patient having a medical emergency, the proper uses and benefits and warnings of medical cannabis.

Sales- Staff will be trained in patient care without pushing retail sales. The focus will be on assisting patients in making appropriate decisions about how best to choose the type of medicine that is right for them. Staff will be provided with ongoing training in product information as well as general service philosophy.

Safety- In addition to its focus on safety, security training will include 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.

## Service Area Map and Narrative



Service Map Indicating Current  
And Potential Dispensaries

RC expects to service an area within a radius of approximately five miles from its proposed location at 541 Massachusetts Avenue. This service area encompasses all of the City of Cambridge and parts of the municipalities of Arlington, Belmont, Boston, Brookline, Somerville and Watertown.

Based on patient saturation rates in other medical marijuana states, the Massachusetts Department of Public Health (DPH) estimates that between 1.5 and 2% of the general population will eventually become medical marijuana patients. Out of a statewide general population of 6,745,000 people, it is expected that there will eventually be between 101,000 and 135,000 medical marijuana patients across the Commonwealth. In other medical marijuana states, it has taken up to five years for the patient population to fully develop. The DPH began registering patients in February 2015, and there are currently just over 37,300 active patients registered with the DPH. This reflects a patient adoption rate that is slightly slower than in other states.

The total estimated general population within the RC service area is approximately 250,000. The total estimated patient population once full saturation of the general population is reached is approximately 4,000 to 5,000 patients.

There are two RMDs in the City of Cambridge. Somerville also has two RMDs. There are currently three existing RMDs just outside of the RC service area: one in Boston, one in Brookline, and one in Newton. As the Department of Public Health continues to accept applications for RMD registration on a rolling basis, it is possible that additional RMDs will eventually be sited within the RC service area.

## **Transportation Assessment for 541 Massachusetts Avenue, Cambridge**

RC has engaged Howard Stein Hudson for its traffic assessment. Please refer to the attached Technical Memorandum dated July 10, 2018.

### **Tree Protection Ordinance**

The City of Cambridge Tree Protection Ordinance (Chapter 8.66) requires the maintenance or replacement in kind of Significant existing trees, however, the Medical Marijuana guidelines: 105 CMR 725.110(A)(11) requires that an Registered Marijuana Dispensary must “[e]nsure that trees, bushes, and other foliage outside of the RMD do not allow for a person or persons to conceal themselves from sight...” Local ordinances or bylaws may not require landscaping that would conflict with this provision.

There are no trees, bushes or other foliage at or near this site. Accordingly, there is no landscape component to this project.

### **Community Engagement with the Existing Character of the Central Square Neighborhood**

The Central Square Advisory Board and the Central Square Action Plan have identified goals and objectives to preserve the unique cultural diversity and vibrancy of the neighborhood. Understanding of this critical need, RC has created a design of this space which meets these ideals while not contravening state regulations which require that dispensary operations be shielded from public view. RC has allocated space within the proposed RMD that will serve as a location for community engagement, interaction and public meeting on ad hoc basis. In addition, the design team has developed plans for an interactive art gallery and/or public message board display case that will provide site lines into the RMD, while obstructing restricted uses and products from the public view.

### **Central Square Design Guidelines**

The property will be renovated in accordance with the with the goals and objectives expressed in the Central Square Design Guidelines: Summary of Urban Design Recommendations-Revised 2013. Although DPH regulations require that no marijuana products may be visible to the public from outside a dispensary, our design team has created display windows and transparent glass that will encourage window shopping in the Storefront Zone. The Circulation Zone will be kept clear for pedestrian traffic and the existing bike racks and planted trees will remain in the Street Furniture, Art and Activity Zone that will continue to buffer the sidewalk from Massachusetts Avenue. In addition, the storefront left will have an illuminated display window while the storefront right will have a transparent glass illuminated gallery displaying public art. All new exterior signage will be illuminated and in proper scale consistent with the character of the existing architecture and the existing period detail elements of the exterior of the building

will be rehabbed and preserved. See attached memo and drawings from Elton + Hampton Architects for explicit architectural details.

Special Permit Application for :



541 Massachusetts Avenue  
Cambridge, MA.  
July 25, 2018

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- Dimensional Form
- Ownership Certificate
- Fee Schedule

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- General Narrative
- Specific Narrative
- Community Engagement Narrative
- Traffic Study
- Added Exhibit Attached :
  - Adam Shulman/HSB emails with questions and responses

#### Agency Certification Forms

Project Plans and Illustrations

Cover Page

Site Plan

Landscape Plan (N/A, Existing to Remain)

Proposed Floor Plan

Reflected Ceiling Plan

Roof Plan

Building Elevations

Schedules, Wall Types & Interior Signage

Interior Elevations

Proposed Life Safety Plan

1000' Existing Conditions Map

Site Context Photo Plans

Existing Conditions Photographs

Existing Conditions Photographs

Proposed Interior Rendering

Proposed Exterior Rendering & Materials

Illustrative Sections

## Elton+Hampton Architects

To: Swaathi Joseph - City of Cambridge  
From: Lily Piper Worth  
CC: Bruce Hampton, Eamonn O'Kane  
Date: August 14th, 2018  
Re: **541 Mass Ave, Cambridge, MA**

Below is the scope of work to be completed at 541 Massachusetts Avenue, in Cambridge, MA in accordance to the Central Square Design Guidelines: Summary of Urban Design Recommendations - Revised in 2013.

### **Streets and Sidewalks**

1. As a newly renovated property, the dispensary is located on the ground (and only floor) with a retail use.
2. In addition to illuminated signage, existing energy efficient street lighting is on the Norfolk Street and Massachusetts Avenue sidewalks.
3. The chamfered corner of storefront windows on the Norfolk Street side will remain transparent looking into the gallery space.
4. Display windows and transparent glass encourage window shopping in the Storefront Zone. The Circulation Zone will be kept clear for pedestrian traffic. Existing bike racks and planted trees to remain in Street Furniture, Art and Activity Zone which buffers the sidewalk zone from Massachusetts Avenue.

### **Streets and Sidewalks**

1. Storefront left of entry door has illuminated displays while right of entry door has transparent storefront glass with an illuminated gallery displaying public art.
2. Entry doors are recessed providing shelter from the elements to visitors.
3. Individual letter signage will be illuminated above the storefront entry and on rear façade of building.
4. Entry has an accessible walk from street grade up to ground level floor of dispensary.

5. Transparent storefront glass with interior lighting illuminated displays and artwork in the gallery will maximize visibility from the street level.
6. The art gallery on the corner of Mass Ave and Norfolk Street chamfered corner will keep the ground floor visually active.

### **Building Facade**

1. Building will be maintaining existing materials used on the façade as well as replacing missing tile and deteriorating metal coping in kind.



## **Revolutionary Clinics – Community Engagement Summary**

Revolutionary Clinics (RC) has been engaged in a variety of outreach activities in the community regarding our proposed location at 541 Massachusetts Avenue, Cambridge. The following is a summary of these activities.

Revolutionary Clinics representatives began by meeting with City Councilors and the Chiefs of the Police and Fire Departments to present our proposal, hear issues and address concerns. We invited Cambridge City Councilors to our grow facility in Fitchburg; Craig Kelley, Jan Devereaux and Quinton Zondervan attended and received a tour of the entire facility in June of 2018. We then approached several neighborhood groups and associations to answer questions raised by community members. RC reached out to resident association leaders and local civic groups: Central Square Planner, Wendell Joseph; Central Square Business Association, Michael Monestine; Margaret Fuller Neighborhood House Executive Director, Selvin Chambers; Area Four Neighborhood Coalition; Essex Street Neighbors; Cambridgeport Neighborhood Association; Mid-Cambridge Neighborhood Association; Riverside Neighborhood 7, Cambridge Community Center; Riverside Neighborhood Association; and others. We have also reached out to Pastor Ellis at First Congregational Church on Bishop Allen Drive to discuss this and the Henry Buckner School, and we will update on our discussions that will take place at a time convenient with their schedules.

In these meetings and discussions RC presented information about the site, a summary of the existing location and immediate area, and photographs of the site and abutting properties. RC also gave information about its proposed operational model, background on the medical marijuana program administered by the Department of Public Health, and details descriptions of proposed operational procedures for patient flow and overall facility operations. We also illustrated the success of the dispensary we have been operating at 67 Broadway, Somerville since November 9, 2017.

### **Community Outreach Meeting:**

Revolutionary Clinics held a Community Education Meeting at La Fabrica restaurant at 450 Mass Ave. on Monday, July 16<sup>th</sup> at 5:30 – 7:00 PM. The meeting was attended by over 25 people from the community. CEO, Keith Cooper, discussed plans for the site, reviewed the existing location and renovation goals, and talked about the impacts that RC would have on the immediate area. RC gave information about its proposed operational model, background on the medical marijuana program administered by the Department of Public Health, and details descriptions of proposed operational procedures for patient flow and overall facility operations. The meeting was noticed in by the City Clerk and notice was mailed to all abutters within 300' of the proposed dispensary. The notice was also mailed and emailed to the neighborhood groups and associations mentioned above.

Attendees were concerned about security and we advised that the area around 541 Mass Ave. is going to be among the safest blocks in the area with our security camera system tied in with the police department and DPH. We mentioned that we are working closely with the police department which believes that our security plans more than adequately address all security concerns. RC has facilitated places for people to be inside and out of harmful weather and off the street to alleviate concerns of many patrons congregating outside the dispensary. We advised attendees that the average age of registered medical marijuana users is between the ages of 47 and 65.

Questions were asked about our proposed days and hours of operation, purchasing limits, public consumption and security. There were concerns voiced regarding the heightened security in the area because citizens were fearful that an increased police presence may contribute to incidents of police harassment. We assured attendees that we are doing everything possible to provide a safe environment in and around the dispensary. Questions were asked whether Revolutionary Clinics will be applying for adult-use licenses from the Cannabis Control Commission and we answered in the affirmative. There was minimal pushback on the plan to collocate a medical and adult-use dispensary at this location.

Concerns were voiced by the members of the public who attended our community meeting and apparently answered to their satisfaction. All the attendees strongly supported not only the concept of medical and adult-use marijuana, but the specific business model and operations methods proposed by RC. The attendees are familiar with our site and were delighted that we are remodeling a building that is currently an eyesore and were, for the most part, excited about our proposed use. We shared our contact information to maintain an ongoing dialogue and to address any additional concerns that may arise. We took the feedback to heart and incorporated many community suggestions as we revised our final plans for our special permit application.

Revolutionary Clinics will soon host another Community Outreach Meeting in August, 2018 as required by the Cannabis Control Commission for our adult-use application.





*Table 1. Transit Connections*

Transit Service	Route Description	Peak Hour Headway (min)
<b>Red Line</b>	Alewife – Braintree/Ashmont	4-5
<b>1</b>	Harvard/Holyoke Gate – Dudley Station via Mass Ave	10
<b>47</b>	Central Square – Broadway Station	10-15
<b>64</b>	Oak Square – University Park or Kendall/MIT	13-22
<b>70/70A</b>	Waltham – University Park	15-20
<b>83</b>	Rindge Avenue – Central Square via Porter	15-25
<b>91</b>	Sullivan Square – Central Square via Washington St	30
<b>CT1</b>	Central Square – Boston Medical Center via MIT	21-24

Source: MBTA.com

There are four Blue Bikes Stations within a 5-minute walk of the Project, generally located along Massachusetts Avenue. Altogether these four stations have capacity for 58 bikes. There are bike lanes in both directions along Massachusetts Avenue in front of the Project. There are bicycle racks on the sidewalk in front of the site and covered bicycle racks in the lot behind the site. Sidewalks are provided on both sides of Massachusetts Avenue and are in generally good condition.

There is a Cambridge Municipal parking lot (#5) adjacent to the back of the Project. The lot provides 82 spaces and allows for 2-hour parking for \$1.25 per hour from 8 a.m. to 6 p.m. and 4-hour parking for \$2.00 per hour from 6 p.m. to 10 p.m. There are several other lots and garages within a 5-minute walk to the Project outlined in **Table 2**. Additionally, there are metered parking spaces along Massachusetts Avenue in front of the site.

*Table 2. Public Parking Facilities*

Lot	Location	# of Spaces
<b>Municipal Lot 4</b>	96 Bishop Allen Drive	18
<b>Municipal Lot 5</b>	84 Bishop Allen Drive	82
<b>Municipal Lot 6</b>	38 Bishop Allen Drive	45
<b>Municipal Lot 8</b>	375 Green Street	16
<b>Municipal Lot 9</b>	9 Pleasant Street	17
<b>Green Street Garage</b>	260 Green Street	290
<b>Total</b>		<b>468</b>



# Trip Generation and Operations

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## Facility Operations

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Based on information provided by Revolutionary Clinics, the planned weekly hours of operation will be 9:00 a.m. to 8:00 p.m. Monday to Saturday and 11:00 a.m. to 4:00 p.m. on Sunday. The service area will be largely dependent on competition in the area as other RMD's open. Additionally, the RMD will not be running any home deliveries out of the site.

Service to the building will occur from the side entrance along Norfolk Street to lessen the possibility for impacts along Massachusetts Avenue. The side entrance will be restricted-access, providing access to employees and deliveries only.

## Mode Share

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HSH reviewed mode share data from the U.S. Census American Community Survey (ACS) to determine how people in the area might travel to the dispensary. The mode shares for the three census tracts around the site are summarized in **Table 3**.

*Table 3. Mode Share*

Census Tract	Vehicle	Transit	Walk	Bike
3525	32%	36%	17%	15%
3530	24%	55%	12%	9%
3531.01	19%	42%	33%	6%
<b>Average</b>	<b>26%</b>	<b>45%</b>	<b>19%</b>	<b>10%</b>

As shown in Table 1, the vehicle mode share for the combined census tracts is 26%, the transit mode share is 45%, the walk mode share is 19%, and the bicycle mode share is 10%. These mode shares will be applied to the patient and staff person trips to establish trip generation for each mode. In order to determine the number of vehicles trips, the ACS data was also used to determine the Average Vehicle Occupancy (AVO) rate among the census tracts ranges from 1.04 to 1.16. A weighted average of 1.13 was used for the AVO.



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## Patient Trips

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Revolutionary Clinics projects that they will service approximately 120 patients per day. This would correspond to about 240 person trips per day (120 entering and 120 exiting). Patient visits are expected to occur throughout the day with peak times likely occurring during afternoon and evening hours from 12:00-1:30 p.m. and 5:00-7:00 p.m. Peak patient activity during these time periods is anticipated to be about 15 patients per hour – or up to 30 person trips per hour (15 entering and 15 exiting).

At 26% vehicle share, it is estimated that there will be approximately 62 patient vehicle trips (31 entering and 31 exiting) per day. Approximately 8 patient vehicle trips (4 entering and 4 exiting) are anticipated during the p.m. peak hour.

The remaining 74% for transit/walk/bike will have approximately 178 person trips (89 entering and 89 exiting) from these modes per day. Approximately 22 person trips (11 entering, 11 exiting) from these modes will occur during the p.m. peak hour.

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## Staff and Delivery Trips

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Revolutionary Clinics will have approximately 20 full-time staff. It is estimated that there would be approximately 8-12 employees on site at any given time. Shift schedules are expected to range from 8:30 a.m. to 4:30 p.m. for the first shift and 11:00 a.m. to 8:30 p.m. for the second shift. It is estimated that there would be approximately 12 unique employees working on-site throughout the day. Therefore, employees are expected to generate about 24 person trips (12 entering and 12 exiting) on a typical day.

Service and delivery activity for the proposed RMD is expected to be minimal. Overall Revolutionary Clinics projects approximately 3 deliveries per week relating to products, money, and trash. These deliveries are unlikely to occur during the peak hours.

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## Combined Project Trip Generation

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When combining patient, staff, and service/delivery trips, the Project is expected to generate about 266 person trips per day (133 entering and 133 exiting). During the busiest hours, the site may generate approximately 34 person trips per hour (15 entering and 19 exiting). The daily and p.m. peak hour person trips are broken down by anticipated mode in **Table 4**.



**Table 4. Trip Generation**

Direction	Vehicle	Transit	Walk	Bike
<i>Daily Trips<sup>1</sup></i>				
Enter	31	59	26	13
Exit	31	59	26	13
<b>Total</b>	62	118	52	26
<i>p.m. Peak Hour Trips<sup>1</sup></i>				
Enter	4	7	3	1
Exit	4	8	4	2
<b>Total</b>	8	15	7	3

1. Based on information provided by Revolutionary Clinics.

## ITE Trip Generation Rates

The latest *ITE Trip Generation Manual, 10<sup>th</sup> Edition*, includes Land Use Code (LUC) 882 – Marijuana Dispensary. ITE defines the land use as a “standalone facility where cannabis is sold to patients or consumers in a legal manner.” It should be noted that since this is a new land use to ITE, the current available data is limited and only represents 4 dispensaries in Oregon and Colorado. The size range of RMDs in the ITE studies is from 725 sf to 3,411 sf. This is compared to the 6,025 sf for this facility. It is unlikely that trips to the RMD will increase proportionally with the size of the facility but more likely that trips will be determined by location and market conditions. The ITE trip generation by mode is detailed in **Table 5**.

**Table 5. Trip Generation, ITE 10<sup>th</sup> Edition**

Direction	Vehicle	Transit	Walk	Bike
<i>Daily Trips<sup>1</sup></i>				
Enter	198	387	163	86
Exit	198	387	163	86
<b>Total</b>	396	774	326	172
<i>p.m. Peak Hour Trips<sup>1</sup></i>				
Enter	18	34	14	7
Exit	18	34	14	7
<b>Total</b>	34	64	28	14

1. Based on 6,025 sf of LUC 882 (Marijuana Dispensary).



The ITE trip generation is being included for comparison purposes, but our recommendation is to use the information provided by Revolutionary Clinics as it provides expected trip generation for this specific site. This is due to the small sample size, geography of the RMDs that make up the basis for the ITE trip rate, and the square footage of the facility.

## Summary

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The trips based on local data or ITE result in the Project generating less than 1 vehicle trip every 2 minutes on the adjacent roadway network during the p.m. peak hour. Great availability of public transportation and bicycle facilities will work to significantly reduce the number of vehicle trips that would come to the Project.



REDLINES belong to Howard Stein Hudson as responses to Adam Shulman's comments in Blue.

Begin forwarded message:

**From:** "Shulman, Adam" <[ashulman@cambridgema.gov](mailto:ashulman@cambridgema.gov)>  
**Subject:** RE: Traffic Study for 541 Massachusetts Av.  
**Date:** July 20, 2018 at 12:01:12 PM EDT  
**To:** Bruce Hampton <[bruce@eltonhamptonarchitects.com](mailto:bruce@eltonhamptonarchitects.com)>

I'm happy to talk, but are you sure there is adequate parking, and bike access as it says in the HSH study? It doesn't look like there was any actual observed auto or bike parking utilization studies.

No auto parking observations were conducted. Public Bike parking adjacent to the site during the p.m. peak hour (peak time for RMD) was found to be at 50% capacity  
Proponent will strongly promote transit and bike access to the site to reduce potential parking demand.

It should indicate what the parking and loading demands will be and how they will be met in more detail? (It should say what zoning requires for bike and vehicle parking if this was a general retail project too).

Bike parking requirements are 0.1 long-term spaces/1,000 sf and 0.6 short-term spaces/1,000 sf  
No vehicle or loading space requirements from Central Sq Zoning overlay district

The HSH study doesn't seem to be very clear about what will be the peak hour demand for number of auto and bike parking spaces and if there actually is parking available?

Peak auto parking demand = 3 vehicles

Peak Bike parking demand = 4 bikes

Bike parking was found to be available during the p.m. peak hour

Where will employees park since they can't park all day in the city's parking lots because it has time limited parking? I also don't think monthly parking passes are available at the Green Street garage for employees.

Employees will be encouraged to seek alternate modes of transportation than vehicle, or to carpool/rideshare pool to reduce single occupancy vehicle trips to the site and reduce parking demand

What will the bike parking demand be for employees and patrons and how will it be met, which should be met by the project on its property – not by relying on city's public bike racks.

Peak bicycle parking demand is projected to be 4 bikes. The Proponent will market the proximity to three BlueBikes stations to reduce the impact on public bicycle racks but will also provide bicycle racks as required by zoning.

Where and how exactly will loading be handled? I think the zoning says there should be context map, but there needs to also be detailed site and building layout plans – access/egress (i.e. doorways) for, loading, refuse and service facilities and access/egress plans, etc.

Product deliveries will occur once per week (other service is cash pick up and trash pickup once per week each) through the side entrance - I think zoning says the number of parking spaces for autos and bikes (both long-term and short-term) and number of loading bays shall be determined by the planning board – so what is the project proposing that the Planning Board require for the number of required parking spaces for vehicles and bikes (short-term and long-term)? The HSH study doesn't seem to clearly say.

0 Auto parking spaces

0 loading bays (Both waived by Central Square Overlay District Section 20.304.6 3)

1 long term bike parking space and 4 short-term bike parking spaces

The HSH study says they used US Census ACS data, but it didn't indicate what years?

The Census Data is from the most recent available 2012-2016 ACS

Lastly, I believe all the other RMD projects approved in Cambridge have Transportation demand management T(DM) requirements, so I would expect this project would also. I would recommend they say what they will do for TDM measures.

TDM Measures will include

- Subsidized transit passes and/or BlueBikes memberships for employees
- Promotion of the proximity to Central Square T stop and Blue Bikes Stops
- Encourage carpooling or ridesharing for employees to reduce demand for parking
- Designation of a transportation coordinator to ensure non-vehicle travel modes are displayed and made aware of to employees and patrons

Adam