

Charles River Remedies LLC  
31 Church Street  
Retail Dispensary Special Permit

October 25, 2019

Cambridge Community Development  
Ms. Swaathi Joseph  
City of Cambridge  
344 Broadway  
Cambridge, MA 02139

Re: Retail Cannabis Special Permit #352 (31 Church Street)

Dear Planning Board Members and Staff;

As requested by the Cambridge Planning Board at the September 17, 2019 hearing Included herewith are the following update materials:

Included herewith are the following updated materials:

- Revised Project narrative, Description of Activities and Special Permit Criteria Responses;
- Updated Plans and Drawings including additional photos and materials;
- Updated Traffic Impact Memo and Occupancy Information;
- Updated Ownership information;

Very truly yours,

Leah Samura

## Updated Project Narrative

October 25, 2019

### GENERAL NARRATIVE

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The proposed Retail Dispensary will be owned and operated by Charles River Remedies LLC (“Charles River Remedies”) at 31 Church Street (the “Site”) in Harvard Square Cambridge. The Site is located within the Harvard Square Overlay district adjacent to the intersection of Palmer and Church Street and in the Business A base zoning district. The Dispensary will be located at the ground floor and is sited in a building with two other office and retail uses. The Dispensary will utilize the existing entrance and egress fronting on Church Street as well as the existing handicap accessible lift to services its customers.

The entrance to the facility will have a security guard outside of the front door that will facilitate orderly entrance into the dispensary and will check 1) I.D.’s to ensure customers are 21 years old, 2) if customer has Medical Marijuana card and requires priority access 3) if a customer need assistance using the accessible lift and 4) confirm the customer has appointment for the scheduled time. The retail dispensing area will include a welcoming vestibule, customer check-in line and a second I.D. check-in station ensuring all customers are at least 21 years old with valid state identification. The majority of the retail floor area will be used for dispensing product and the remainder of the dispensary will be used as storage space, security closet, trash room, and office/administrative space. Portions of the basement area are shared with the two other tenants in the building and accessible only through dispensing area. Although there shall be no Cannabis activities in the basement whatsoever any persons requiring access to the basement shall be 21 years or older and be escorted by a Charles River Remedies Manager only during non-dispensing hours. Charles River Remedies will utilize technology to allow for patrons to learn about the various products and offerings through use of strategically placed information terminals, Use of a web-based application as well as written materials within the dispensary for Cannabis education.

Additionally, the Site is located within 1,800 feet of two approved Medical Cannabis Dispensaries; Healthy Pharma located on Winthrop Street in Harvard Square and Sira Naturals at 1001 Massachusetts Avenue both of which are currently closed per a cease and desist order from the City of Cambridge. As described in the recently adopted Zoning Amendment, section 11.803.1 creates an exception allowing for Economic Empowerment Applicants to locate a Dispensary within 1,800 feet of another Cannabis Retail Store provided that the designation is made a condition of the special permit that the designation shall be maintained.

Leah Samura is a local woman leader in the emerging cannabis industry, her background in technology and workforce readiness, with some of the region's most challenging populations, often negatively affected by the drug war, has further prepared her to promote socially equitable business practices while serving her community and positively representing organizations with a public benefit mission. Charles River Remedies qualifies as an Economic Empowerment Applicant pursuant 935 CMR 500. The Cultural District of Harvard Square will be positively impacted, by Charles River Remedies, as part of

**Zoning Relief Requested:**

The Applicant is requesting the following Special Permit pursuant to the Cambridge Zoning Ordinance in connection with the project.

- The proposed Use will require a Special Permit pursuant to Section 11.800 of the Ordinance, and
- Special permit pursuant to Ordinance section 10.43 Generally applicable Special Permit criteria.

## **Zoning Requirements for Granting Requested Relief**

The provisions of the Ordinance set forth below apply to the requested Special Permits for the project. Application of each provision of the Project follows the provision in italics.

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

Pursuant to section 10.43 of the 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 Permits, 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 congestions, hazard or substantial change in the established neighborhood character because the proposed retail location is sited in a Business and Retail oriented district in close proximity to several forms of Transit and abutting a commercial parking lot.*

*Further the Harvard Square Overlay District provides an exemption for parking for Uses contained in buildings constructed prior to 1940 therefore no off-street vehicle parking is required.*

*Additionally, the Petitioner has retained a traffic engineer, Vanasse & Associates, Inc. who has studied the available parking and transit options in the area and proposed a list of Transportation Demand Mitigation measures which will further encourage reliance on alternative forms of transportation including bicycle, bus and train.*

- 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 continued operation of or the development of adjacent uses will not be adversely affected by the nature of the proposed use because the Dispensary use will be*

*compatible with other adjacent retail uses and will add to the vibrancy and diversity of Harvard Square as a place where people live, work and play.*

*Lastly, the Dispensary frontage is limited so that the screening requirements of the Cannabis Control Commission (the "CCC") will not negatively impact the active street scape. Charles River Remedies has retained architect Alison Hammer to assist with both the exterior window treatment and interior design. In compliance with CCC regulations no Cannabis related product or material will be visible from public way. The resulting window façade treatment will be an artistic feature displayed inside of the bay window that will activate the street scape and connecting customers, patrons and pedestrians to one of the Dispensaries missions which is to bring diversity and inclusion into the Massachusetts Cannabis Industry.*

- 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 to the health safety or welfare of the occupant of the proposed use or the Citizens of the City because seventy (70) percent of the Citizens of Cambridge voted to support the ballot initiative that allowed Adult-Use Cannabis. Further Charles River Remedies is an Empowerment Applicant with the 100% of ownership being minorities from Cambridge and the Boston Metro Area thereby supporting the goal of inclusion and diversity of the industry.*

*Further the Applicant, in consultation with the Cambridge Police Department, Cambridge Traffic and Parking and the Harvard Square Business Association, will develop and implement a robust logistics plan in anticipation of larger crowds during the initial opening phases. A more detail Operations plan is included herewith. For crowd management, the applicant will utilize Q-Less, an Appointment Scheduling and Queue Management System designed to allow the customers to schedule an appointment via mobile phone or our website. The app will update customers via text messaging and then will notify the customer when it is their turn.*

- 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 in a commercial Business and Retail district allowing for a myriad of consumer serving business uses. Charles River Remedies' security plan provides physical and operational security ensuring that any attractive nuisances issues associated with this emerging industry will be mitigated. Lastly, it is anticipated in the next two years numerous retail Cannabis locations will open in*

*Boston and surrounding municipalities thereby reducing issues of congestion traffic or other potential nuisances.*

**B. 11.805 Special Permit Criteria.**

**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.

*The access and egress for customers of the proposed Dispensary shall be through main entrance fronting on Church Street. Given the historic nature of the building(s) in Harvard Square the Applicant is proposing minimal changes to the exterior façade and will ensure that the screening requirement of the CCC shall be adhered to while balancing the aesthetic of the street-scape. The Applicant will utilize the existing Bay Window for an interior artistic display that will activate the street-scape and further the ground floor retail environment of the Square. The Site also has pre-existing handicap lift that will remain as part of the premises.*

*The dispensary building abuts a historic graveyard (Old Burial Ground) to the rear with no dispensary access to the rear yard area. The applicant has reviewed the security requirements of the CCC with its consultant and has determined that due to the existing exterior lighting two security cameras at the corners of the building be required for the rear façade. If in the future any additional lighting is required, all fixtures will be dark sky compliant with fixture covers to mitigate any light spillage on to the Old Burial Ground. Included herewith are photos of the rear of the dispensary building showing the existing lights during the day and evening.*

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

*The loading, refuse and service areas will be contained inside the building and shall be handled via the entrance of the Dispensary after hours and any trash and recycling will be handled by a private refuse removal service.*

(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.

*The proposed Dispensary is sited within an existing building containing other ground retail and office uses on either side and has a prominent bay window on its façade. The rear of the dispensary is inaccessible from the dispensary containing the buildings mechanical systems and second means of egress for the second floor office use. The applicant has reviewed the security requirements of the CCC and has determined that due to the existing exterior lighting security cameras and a motion sensor light will be required for the rear façade. The motion sensor light will be dark sky compliant with fixture covers to mitigate any light spillage on to the Old Burial Ground. Included herewith are photos of the rear of the dispensary building showing the existing lights during the day and evening.*

*Other security measures include 24 hour surveillance cameras for the exterior and interior. Exterior cameras will be position to limit excessive intrusion onto the public way.*

(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.

*The dispensaries frontage and street facing facade along Church Street will incorporate a combination of creative artistic display, seasonal screening and use of materials to maintain an active street that complies with Cannabis Control Commission regulations. A final window treatment will be presented to the Harvard Square Advisory Committee and the Planning Board.*

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

*The proposed Dispensary will not provide Medical grade Cannabis during its initial opening phase but has designated a private medical consultation area for registered medical patients and will provide all Medical Patients who have a valid registration card priority in any waiting line and shall have a designated information and pay station accessible at all times.*

**C. The use of the building is consistent with the Urban Design Objectives set forth in Section 19.30**

- a. *The proposed use of the building is consistent with the Urban Design Objectives as set forth in Section 19.30 of the Ordinance. The Applicant has spent considerable time and resources in designing a ground floor facility that will preserve the historic look of the existing building and enhance the diversity of small scaled retail along Church Street. The Applicant's proposal does not involve the development of a new building and will not affect the anticipated pattern of development. In addition, the entire sales area and products will be shielded from public view utilizing the interior of the bay window facing Church Street with an artistic display that will activate the street scape. The proposed lighting and advanced security measures will be limited to key access and egress areas but highly effective for its intended purpose. The site has limited frontage and therefor lighting and or security requirement will have minimal impact on the public way similar to the other banks, restaurants and retail shops currently existing on Church Street.*

#### **IV. 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.*



### **Host Community Agreement:**

The Applicant has participated in meeting with City Manager's office to discuss a Community Host Agreement. At time of this application a Community Host Agreement was not available.

### **Community Outreach Summary:**

In preparation for the application to the Planning Board the applicant held the following meetings and discussions:

- A Community Outreach meeting was held on April 29<sup>th</sup> 2019 at 1000 Massachusetts Avenue at 6pm: In compliance with City Cambridge Outreach Requirements and Cannabis Control Commission a copy of the notice was sent at least 7 calendar days prior to the meeting,
  - o mailed to abutters of the proposed address of the Cannabis Establishment, owners of land directly opposite on any public or private street or way, and to the abutters within 300 feet of the Site line of the petitioner as they appear on the most recent applicable tax list, notwithstanding that the land of any such owner is located in another city or town (the town or city clerk may be able to assist with the abutters list).
  - o published in a newspaper of general circulation in the city or town (please make sure to check the newspaper's publishing deadlines to make sure you give yourself sufficient time);
  - o filed with the town or city clerk, the planning board, the contracting authority for the municipality. At the time of the meeting there was no local licensing authority by which to send the notice.
  - o Posted on the Cambridge Community Development website at least two weeks prior to the meeting in compliance with the Planning Board Rules of early community engagement
  
- Approximately 5 members of the community attended and the presentation included detail information about the proposal including the following
  - o Location of the proposed Cannabis Establishment.
  - o What type(s) of Cannabis Establishment will be sited at the location?
  - o Is the proposed Cannabis Establishment allowed under current zoning bylaws/ordinances or is a zoning amendment required to allow it to go there?
  - o Is the proposed Cannabis Establishment allowed by right or does it require local zoning permitting?
  - o What are the Required Permits?
  - o Does the proposed location comply with the 500-foot buffer zone from existing public or private school buildings (K-12)? Do local bylaws or ordinance create a smaller buffer zone?

- If the applicant is moving into an existing building or building a new one, will its premises comply with the security requirements set forth in 935 CMR 500?
- Steps will be taken by the Cannabis Establishment to prevent diversion to minors?
- Information demonstrating how the applicant intends to ensure that the location will not constitute a nuisance to the community as defined by law.
- A plan for how the Cannabis Establishment will positively impact the community.
- City of Cambridge is allowed to tax the Dispensary 3% of the gross sales to benefit the community.
- Questions from the public included
  - What types of products are planned to be sold in the Dispensary.
  - Will there be any cultivation on site
  - How will the Dispensary manage cueing and excessive lines
- Harvard Square Advisory Committee was held on May 7, 2019
  - Questions from the committee members were as follows:
    - What were the store hours
    - How will line and congestion be handled.
    - How will ADA accessibility be satisfied
    - How will the window treatment and façade look like
    - What are the requirement for screening of the front façade.
- Meeting with commercial office tenant on May 7<sup>th</sup>
- Meeting with ground floor tenant Lizzy's ice cream

### **Community Outreach:**

Met with Community Liaison from Unitarian Church on Church Street on September 13, 2019. The church staff perspn mentioned the church had no position on cannabis and would love to meet with us further, if we were approved by the Planning Board.

Additionally, emails have been sent out to the following organizations requesting to meet and discuss how me may be able to support some of their organizational needs, such as sponsoring or volunteering at events. The applicant will report back on the outreach progress that has been made at the continued Planning Board hearing date of December 3<sup>rd</sup> 2019

- Y2Y Harvard Square
- Phillips Brook House
- Youth Build
- Youth on Fire
- Homeless Shelter (Church St & Winthrop St)
- Cycle Kids

- Cambridge Center for Adult Learning

# DESCRIPTION OF ACTIVITIES

CHARLES RIVER REMEDIES LLC

October 25, 2019

## **SUMMARY OF OPERATING PLANS AND PROCEDURES:**

### **Dispensary Operational Information:**

- 1) **Hours of Operation.** The proposed dispensary hours are seven days a week from 10am to 11pm.
- 2) **Crowd and Customer Management Logistics:** In anticipation of large crowds during the opening days and months the following is being proposed:
  - **Additional Staff:** There will be additional security/concierge specifically focused on managing the crowds both internally and on the street along Church Street. These additional staff members will serve as concierge and will not replace the required security and check in personnel as required by the CCC regulations.
  - **Appointment Only:** For the initial first six months of operation Charles River Remedies will require customers be by appointment only reduce any issues of lines obstructing the public way. During the initial 6- 12 months of operation there will be additional staff to monitor lines as concierge/security to maintain order in the public way. The total daily customer volume is as follows: The dispensary will have a maximum of 364 customers per day (13 hours per day x 4 customer per hour (per register x 7 registers). There will be a maximum of 14 customers in the facility at any one time because the average customer time in the dispensary will be approximately 15-20 minutes after which the customer leave and the next appointment will begin.
  - **Crowd Management Software/Technology:** We will utilize *Q-Less, an Appointment Scheduling and Queue Management System designed to allow customers to schedule an appointment via mobile phone or our website. The app will update customers via text messaging and then will notify the customer when it is their turn.*
  - **Coordinate with Cambridge Police:** In advance of its opening day Charles River Remedies will coordinate with the Harvard Square Sargent of the Cambridge Police to arrange for the appropriate detail, discuss any proposed logistics for crowd management and share any industry information the police may find useful.
- 3) **Loading and Delivering Plan:** All loading deliveries will be handled utilizing an existing loading zone area on Church Street. There are multiple Loading Zones along

Church Street including a loading zone adjacent to the front entrance (see attached site plan showing existing loading zones on Church Street. The Applicant will attempt schedule delivery times to avoid undue congestion although for security reasons required by the CCC the specific delivery times and dates will vary and will need to be kept confidential.

## **SECURITY:**

Charles River Remedies has retained Netwatch USA to provide 24-hour, 365-day on-premises security: This security provider, operates independently and redundantly, will allow Charles River Remedies to comply with all regulations contained in 935 CMR 500.110. The comprehensive security plan will deter diversion of Cannabis and Cannabis products, deter theft, and prevent unauthorized access to the facility and its Cannabis storage area. Charles River Remedies' security plan is designed around a number of individual components, including employee training, keycard access and monitoring, inventory tracking, alarm systems, a network of security cameras, lighting, and strictly-enforced security policies. In addition Charles River has retained security consultant and former State Trooper Richard Nagle to review all security plans and procedures for CCC compliance.

**Employee training** is critical to ensure that all employees understand the sensitive nature of Cannabis and Cannabis products, and to prevent diversion and ensure compliance. All employees will undergo in-person, pre-employment training which will familiarize them with all of Charles River Remedies' policies and procedures. Employees will be provided with an employee handbook, which will thoroughly document all policies and procedures. Employees will be expected to comply with all of Charles River Remedies' policies and procedures at all times.

Effective January 1, 2020 Under Cannabis Control Commission (Commission) regulations, Marijuana Establishment Agents are required to complete training prior to performing their job functions. Training must be tailored to the roles and responsibilities of each Marijuana Establishment job function, and each Marijuana Establishment Agent must receive eight hours of ongoing training annually. The training must include at least two hours of active in-class or online instruction time by a Commission-certified Responsible Vendor Trainer and prepare participants (“attendees”) to pass a subsequent written test with a score of 70% or better.

**Keycard access** will be granted to employees and owners only as is deemed essential. Throughout the retail facility, there will be keycard access points. Keycards will be issued to employees and owners, and those cards will be used in conjunction with industry-standard, secure, and tamper-resistant keycard access points.

**Inventory Tracking** will be performed in accordance with all applicable regulations. A software-based inventory tracking system has the dual purpose of preventing diversion, and allowing management to understand the exact quantities of product in inventory at any point in time. Charles River Remedies is currently evaluating inventory tracking systems.

**Alarm Systems**, to be provided and monitored by a reputable company with a track record in the industry, is a critical component of Charles River Remedies' facility security. There will be off site monitoring of alarm systems on a 24-hour, 365-day basis. All external doors and windows of the facility will be equipped with industry-standard alarms, and owners and management will be notified immediately of any suspected breach. An alarm backup for use during power failures will also be in place.

**Security cameras** will be placed throughout the interior of the Dispensary and at the corners of the building. Industry-standard cameras will be put into use and monitored remotely by likely Netwatch USA or a similarly situated vendor on a 24-hour, 356-day basis. Cameras will also be used for the outside of the facility, facing the street, sides of the building, and the front entrance of the facility. Inside the facility, security cameras will be positioned towards all retail space, hallways, internal doorways, storage areas, and anywhere else that Netwatch USA provides for in their site security plan. All cameras will have an industry-standard focal range, will be operable in day and night modes, and be of sufficient quality that individual persons can be identified. Any recordings produced will be held for a minimum of 90 days, as to allow for proper law enforcement access if necessary.

**Lighting:** Charles River Remedies' lighting will be designed to illuminate the entrance and egress points of the facility, and will be maintained over time in such a way that the chance that an access point of the facility being dark for a given period of time is minimized. Due to its location adjacent to several other retail and commercial establishment and Old Burial Ground to the rear care will be taken to avoid excessive light spillage utilizing dark sky compliant light fixture covers to channel the light to the appropriate areas. It will ensure that such lighting does not have a detrimental impact on neighbors or on the community.

**Security Policy** provides a comprehensive and detailed written policy for all employees and owners, and will be introduced to employees at their new employee orientation. As required, Charles River Remedies will share security information, plans, and procedures with local law enforcement and fire services. Charles River Remedies will appoint one

manager or owner as a single point of contact, known as the "Community Liaison," who will serve as the go-between for the Company and any law enforcement or fire services. The Community Liaison will be authorized to update plans, share information, or make requests of law enforcement and fire services.

## **PREVENTION OF DIVERSION:**

Prevention of Diversion is a top priority for Charles River Remedies, as the success of the recreational Cannabis industry depends on the continued support of our city, the Commonwealth, and its surrounding states. Charles River Remedies is closely tracking how diversion affects similarly situated businesses in other states which have already proceeded through the Cannabis legalization process. As a small business, Charles River Remedies is committed to achieving sustained success in our community. Charles River Remedies' anti-diversion program is designed to minimize the opportunities for potential diversion, and Charles River Remedies will continue to update and monitor our program as the industry becomes more mature and learns how to better prevent diversion in all its forms. All of Charles River Remedies' products will be meticulously tracked through an Inventory Control System, employees will be trained to recognize and prevent diversion, and the site security plan will act as a deterrent to diversion. In addition, inventory checks will be performed by employees at regular intervals on a daily basis. Employees will be trained to immediately and effectively report any possible diversion to management or to relevant authorities within a 24-hour period following any occurrence of such activity. Employees will be compartmentalized by function and will only have access to inventory if it is required at that time, and all access to inventory will be monitored, tracked, and reported to our Inventory Control System. At all times, Charles River Remedies will be monitored remotely by trained off-site security personnel, and employees will be aware of that 24-hour, 365-day monitoring. Charles River Remedies' policy on diversion is a strict one: employees will be terminated for diversion. All Cannabis products are maintained in a secure room, inside a safe, when not in use on the retail floor. Charles River Remedies will engage with third-party security companies to ensure its policies and procedures around diversion are properly written, and that all employees receive training around those policies and procedures. Employees will be required to sign an anti-diversion policy. If any changes in the industry require us to implement stronger anti-diversion protections, Charles River Remedies will follow best practices in the industry as they develop. The entire industry, Charles River Remedies and other retailers included, must work as hard as possible to combat diversion for the good of the community, public health, and maintaining good working relationships in and between governments.

## **STORAGE OF CANNABIS:**

Charles River Remedies will store finished products on-site in a secure, locked storage room / vault, and create policies and procedures in accordance with relevant



regulations. Charles River Remedies will not package or process any Cannabis products; all products will arrive at the retail facility in final, consumer-ready form, and will be tracked from receipt of goods to sale. Charles River Remedies will store all Cannabis products in the secure area inside the Dispensary. All Cannabis products will be kept in a safe, which will be kept in a locked, windowless room with keycard access. Although the Dispensary has a basement no Cannabis related products or activities will be stored or used in the basement area. Keycard access will be limited to owners and critical retail staff members who are on duty at that time. The room in which Cannabis products are kept will be maintained in a clean and sanitary manner, which will be checked on a daily basis by employees. The Cannabis storage room will be well-lit, temperature and humidity controlled, in order to maintain the health, safety and longevity of all products. All Cannabis products will be kept in retail packaging and will not be removed from its packaging by staff. All Cannabis products will be maintained securely in compliance with all applicable regulations in 935 CMR 500.105, and in accordance with the security requirements found in 935 CMR 500.110. Any products that are damaged or defective will be destroyed in accordance with applicable regulations, and will be kept in the same secure manner as standard products in the interim period between removal from the retail stream and destruction.

## **TRANSPORTATION OF CANNABIS:**

Charles River Remedies is not engaged in the transportation of Cannabis or related products. All products are delivered directly to our secure facility by external vendors. Such vendors are licensed separately by the Cannabis Control Commission, and are required to be fully compliant with all regulations.

## **INVENTORY PROCEDURES:**

Charles River Remedies' inventory procedures and practices are designed to provide real-time inventory information in accordance with applicable regulations. A solidly built, robust inventory system is absolutely necessary for many reasons related both to the health of the business, and to public policy concerns. Such a system assures that management has real-time knowledge of its inventory, which helps prevent diversion and ensures a full accounting of all product at any given moment. This system also allows for compliance with regulations and immediate insight into where all product currently stands in the sales cycle. At regular intervals, Charles River Remedies will take a full, physical, hand-counted inventory. Such inventory will be compared against its electronic inventory system, and all discrepancies will be investigated. Charles River Remedies will carefully track which employees perform, and sign-off on inventory. In terms of an electronic / cloud-based Point of Sale (POS) system, Charles River Remedies is considering several options which are widely used in the industry. The current top

contender for the POS system is CannaPoint, which is designed around Cannabis retail establishments. This system, although not yet definitively selected, is a strong choice because of its tracking and control functions, ID scan and purchase tracking, as well as its robust compliance and reporting abilities. If Charles River Remedies chooses another POS system, it will be of comparable or better quality and functionality than CannaPoint. In order to maintain tight inventory controls, Charles River Remedies is committed to training all employees on inventory tracking procedures and practices, and will monitor employee use of the POS system on an ongoing basis.

## **QUALITY CONTROL AND TESTING PROCEDURES:**

Charles River Remedies is not engaged in the production of, or quality control of Cannabis or related products. All products are sourced from external vendors. Such vendors are licensed separately by the Cannabis Control Commission, and are required to be fully compliant with all regulations.

## **PERSONNEL POLICIES:**

Charles River Remedies' Personnel Policies define expected employee conduct, hiring and screening of employees, and strategies for upward mobility within the organization. As an Empowerment application Charles River Remedies will meet and or exceed when possible the all the diversity hiring goals of the City of Cambridge and the CCC. These policies will be presented in a comprehensive written format to all employees. Before hiring employees, all employees will be screened and results will be documented in compliance with 935 CMR 500.030(2). Such personnel screenings and records will be maintained in accordance with 935 CMR 500.030(3). All personnel records will be kept for: employee references and verification of such references, signed anti-diversion documentation, training, performance evaluations, disciplinary action, notification of employee separation from Charles River Remedies, background information as required by regulations, and notice of a completed Responsible Vendor Program. It is expected that all employees will submit to a CORI background check. All employees will be provided with a comprehensive Employee Handbook, and will be required to complete at least eight hours of training annually, and Charles River Remedies anticipates training opportunities will be abundant, and consistent over time. The Employee Handbook will be developed according to applicable regulations, and will be in line with best practices in the industry and Human Resources standards. A non-exhaustive list of topics which will be covered in the Employee Handbook is attached as an appendix to this application. Charles River Remedies will likely contract with a Human Resources professional to draft, maintain, and update the Employee Handbook.

**DESCRIBE HOW THE APPLICANT WILL PREVENT AND EDUCATE YOUTH AND FAMILIES ABOUT THE DANGERS OF EXPOSURE TO, AND THE CONSUMPTION OF, RECREATIONAL CANNABIS. DESCRIBE HOW THE APPLICANT WILL SUSTAIN THESE EFFORTS OVER TIME.**

Charles River Remedies is committed to educating all people, especially youth and families in the community, about the effects and dangers of the consumption of Cannabis. While some members of the community may be more experienced with Cannabis than others, Charles River Remedies will do its best to provide evidence-based information to educate and to make sure that Cannabis consumption is carried out in a safe and legal manner. This responsibility falls on Charles River Remedies, but also on the entire Cannabis industry. Charles River Remedies will contribute to the maximum extent possible when it comes to providing educational opportunities. Educational opportunities are abundant, and will take many forms. First, for people 21 and older, Charles River Remedies' website will contain myriad information about the health effects and dangers of Cannabis. This website will be accessible over desktop and mobile, and will have global reach. Additionally, Charles River Remedies has sourced and begun discussions with a local Cannabis educator. This educator will make regular appearances at the retail facility and will offer classes which cover topics for potential, novice, and experienced Cannabis users. The curriculum provided by this educator will always include information about safe usage. It is likely that, due to regulations, these classes will only be available to members of the public who are 21 and older. In order to educate youth and families in a compliant manner, Charles River Remedies will employ a different strategy: partnerships with local community agencies to provide educational programming, and written educational materials that are distributed in the community through various channels. Community agencies who work with youth and families are an important resource in the City, and Charles River Remedies' Community Liaison will form partnerships between the Company and those agencies after determining how to maximize positive impact. It may be the case that multiple local companies within the Cannabis industry form a coalition centered around education of youth and families, and Charles River Remedies would gladly lend whatever support it can to these efforts. Charles River Remedies plans to create written materials for distribution in the community. This written material will have content that is determined by evaluating high-quality educational material already in circulation in other localities, using best practices from the industry, and will be written in collaboration with the Cannabis educator for maximum impact and effectiveness. Content will vary, but will generally be related to: raising awareness of Cannabis use, Cannabis laws, safe consumption practices, public health concerns, risks, best practices for storage of Cannabis, and human developmental issues related to Cannabis use. In order to sustain its efforts over time, Charles River Remedies will make sustained financial commitments to local community agencies, and provide financial contributions to them at regular intervals which will be ongoing, such that the community agencies can count on them. The exact

timing and magnitude of these financial commitments will be determined as Charles River Remedies progresses towards opening its doors, and as the Community Liaison begins to form partnerships with selected agencies. In addition, Charles River Remedies will undertake annual evaluations of its educational programming, which will include a roundtable discussion between owners, managers, employees, community agency representatives, and the Cannabis educator. Those annual evaluations will determine how resources are deployed throughout the community to provide educational programming which has maximum positive impact.

**DESCRIBE HOW THE APPLICANT WILL INFORM CUSTOMERS ABOUT RESTRICTIONS ON PUBLIC CONSUMPTION AND WORKPLACE USE, THE RISKS OF SECOND-HAND SMOKE, AND DANGERS OF OPERATING A MOTOR VEHICLE WHILE IMPAIRED:**

Charles River will have a three-part strategy for informing customers and the public about public health issues that may arise around the consumption of Cannabis. The three parts are: in-store information, online information, and public advertising. Each of these three parts form a cohesive strategy for Charles River to provide value to the community by keeping customers and the public informed about health risks, public consumption, workplace use, dangers of second-hand smoke, and dangers of operating a motor vehicle while under the influence of Cannabis.

**In-Store Information** involves a strategy of providing written materials to customers inside the retail facility, as well as educational programming. Charles River is working with an outside consultant who will provide educational programming on a regular and ongoing basis. This programming will be designed to teach the public about all risks of smoking Cannabis, as well as to educate new users about safe consumption and the legality of workplace or public use.

Curriculum for this programming will be advertised in the retail facility and online. In addition to in-person programming, Charles River will always have pamphlets about safe consumption in its waiting area. New customers will be provided with pamphlets in their exit package (the final retail wrapping that leaves the facility with the customer). Charles River will look to city and state public health resources and associations to provide its users with up-to-date information that is correct, and evidence-based.

**Online Information** involves providing information and resources about Cannabis consumption on Charles Rivers' website and social media channels. There are many high-quality, data-driven websites that provide information about Cannabis consumption, and associated legal issues. Charles River will have a portion of its website dedicated to directing users to those website resources, and will serve as a repository of reliable information. As Charles River begins to market itself through social media channels, it will use those channels to provide links to relevant articles on an ongoing and consistent basis. Charles River Remedies' digital strategy includes providing

information for people of all levels of experience with Cannabis use, and making sure its customer base is informed about any risks they are taking.

**Public Advertising** will be part of Charles River Remedies' strategy of informing the public about legal concerns, especially operating a vehicle under the influence of Cannabis. Charles River will assess the public advertising strategies of other local dispensaries, and advertise health risks to the general public based on the success of those campaigns. Charles River will evaluate its entire three-part strategy on a regular and ongoing basis, and provide updates to it when necessary, and at the advisement of public health groups or officials.

**DESCRIBE HOW THE APPLICANT WILL MARKET ITS PRODUCTS, INCLUDING, BUT NOT LIMITED TO, BROADCAST, PRINT, AND ONLINE ADVERTISING, DIRECT RESPONSE ADVERTISING, SOCIAL MEDIA, AND SIGNAGE:**

Marketing is a core component of Charles River Remedies' business strategy. Advertising, both online and through traditional methods, is part of Charles River Remedies' marketing mix. All marketing will be undertaken in a thoughtful and compliant manner, in accordance with 935 CMR 500.105 et. seq. This compliant marketing and advertising will allow Charles River to grow its customer base, and to remain a successful and committed part of the Cambridge business community for years to come. First, Online Advertising will come in two primary forms: website and social media. Both forms will comport with the regulation that at least 85% of all viewers of that advertising must be at least 21 years old, as determined by reliable, third-party data. No advertising will be targeted at minors, nor contain images that are designed to appeal to minors. Given those restrictions, Charles River will maintain a website for online advertising and educational purposes. The website, like alcohol-related websites, will contain a "layover" which will ask users if they are over 21. If they are not, the website will redirect them to a safe website. Otherwise, the user, over 21, will be brought to Charles River Remedies' website. Website content has not been finalized, but will contain information about Cannabis use, health effects, and will direct users to come to Charles River in order to make a purchase. Charles River expects that its website will help to augment foot traffic over time. Social Media is an important component of a modern marketing and advertising strategy. While remaining compliant with restrictions on user base (must be reliably estimated that 85% of users are 21 or older), Charles River will use various forms of social media as part of its marketing and advertising strategy. This will include, but not be limited to: Facebook, Instagram, Snapchat, Twitter, YouTube, and similar, well-known and recognized social media platforms. Not all advertising content will be structured around generating foot traffic to the retail facility, some will be to promote reasonable and healthy consumption, and some will be to educate potential consumers. There are numerous regulations around advertising content, and Charles River will be compliant at all times with those content

regulations. 935 CMR 500.105 et. seq. contain language around the prohibition of use of certain types of advertising. This list includes a prohibition of the use of "colloquial references," certain signage, pop-up internet ads, placement on apparel, giveaways, and others. Charles River will employ advertising that strictly avoids all of the items prohibited in the regulations. Charles River will also not make any "false or misleading claims" about Cannabis or Cannabis use, as required by regulations. The regulations also require that certain warnings and disclosures are made in marketing and advertising, and Charles River will require that those disclosures are made on all public-facing marketing materials. This includes, but is not limited to, the phrase that consumers should "Please Consume Responsibly", printed conspicuously on advertisements. Advertisements will also have any disclosures as required by regulations, and disclosures of potential side-effects or warnings as required by regulations.

## **EMPLOYEE STAFFING AND TRAINING PLAN:**

Charles River has a three-part Employee Staffing and Training Plan:

1. **Applicant Sourcing.** Applicants will be sourced through numerous channels, including, but not limited to, postings on job boards, referrals by owners and current employees, and referrals by trusted local community agencies.

2. **Applicant Screening.** Screening will be conducted through a rigorous interview process in which candidates will be interviewed by management and by owners, as well as an in-depth background check. Candidates will also be subject to a complete background check by the Cannabis Control Commission in order to receive a registered agent license.

3. **Responsible Vendor Program and other Training .** Upon successful completion of the interview and background check, applicants will be required to participate in a Responsible Vendor Program, as required by 935 CMR 500.105(2)(b), Business and Operations Training, and Diversity Training (as discussed elsewhere in this Application). After initial completion of the Responsible Vendor Program, all employees will receive a minimum of eight hours of training annually. As required, all owners, managers and employees will participate annually in the Responsible Vendor program. The CCC may access training records as necessary and upon request. Upon hiring, all employees will be required to read and demonstrate their understanding of the Employee Handbook, which will be provided to them. Details of the content of this Handbook are found in an appendix to this Application. New Employee Orientation sessions will be held on a regular basis. During these sessions, Charles River will instruct employees in the skills required to properly execute the duties of their positions and for the successful and safe operation of the retail facility. Employees will also be made familiar with 935 CMR 500.00 et. seq., standard operating procedures and protocols for the retail facility, security policies and procedures, and proper employee-customer, and employee-vendor

interaction. Before being allowed to operate within the retail facility, employees will be required to demonstrate that they understand what they have been taught, through an interactive review process with management.

## Cannabis Retail Stores Summary Form

Project Site:		
1	Store Address.	31 Church Street
2	Total floor area of store (including sales, back of house, other).	1,141 sf
3	Retail sales area (including customer waiting areas).	Retail Sales and Waiting Area = 898 SF (Includes counter area and behind counter = 188 SF.)
4	Maximum customer capacity – sales area.	Sales (Mercantile) Area Capacity ( 60 Gross/person) 14
5	Maximum customer capacity – waiting area.	Waiting Area Capacity (15 SF Gross/person) 8 persons
Employees:		
6	Number of full-time employees (total).	Total employees: 4 Total employees: 2 (each day)
7	Number of part-time employees (total).	Total employees: 6 Total employees: 4 (each day)
8	Maximum number of employees on-site at one time.	10 employees
	<b>Employee mode shares:</b>	Obtained from Cambridge Website, Transportation Data: 2006 - 2008 Cambridge Journey to Work.
9	% single-occupancy vehicle (SOV) (including ride-hailing):	46.4%
10	% high-occupancy vehicle (HOV):	8.6%
11	% public transit:	25.4%
12	% walk:	12.4%
13	% bike:	3.4%
14	% other:	3.8%
Customers:		
15	Number of customers per day.	364 Customers – Appointment only 1,050 Costumers – Unrestricted
16	Maximum number of customers expected at any one time.	14 Costumers – Appointment only 28 Costumers – Unrestricted
	<b>Customer mode shares:</b>	Based upon Sira Natural's Survey 2018
17	% single-occupancy vehicle (SOV) (including ride-hailing):	41%
18	% high-occupancy vehicle (HOV):	13%
19	% public transit:	16%
20	% walk:	19%
21	% bike:	6%
22	% other:	5%



**Transit Availability:**

23	List the public transportation services within ¼ mile of the site, including type (subway, bus, bike share), walking distance, and frequency.	<p><u>Subway</u></p> <ul style="list-style-type: none"> <li>• MBTA Red line - 0.1 Miles South - 4 minutes – Frequency: 9 -12 minutes</li> </ul> <p><u>Bus</u></p> <ul style="list-style-type: none"> <li>• 66 - Harvard - Dudley via Allston 422 ft. north - 2 minutes</li> <li>• 86 - Sullivan – Reservoir - 422 ft. south - 2 minutes</li> <li>• 1 - Harvard - Dudley via Massachusetts Avenue - 557 ft. north - 3 minutes</li> <li>• 68 - Harvard - Kendall/MIT - 557 ft. north - 3 minutes</li> <li>• 69 - Harvard – Lechmere - 557 ft. north - 3 minutes</li> <li>• 71 - Watertown Square – Harvard - 0.1 Miles south - 4 minutes</li> <li>• 72 - Huron Avenue – Harvard - 0.1 Miles south - 4 minutes</li> <li>• 73 - Waverley Square – Harvard - 0.1 Miles south - 4 minutes</li> <li>• 74 - Belmont Center - Harvard via Concord Avenue - 0.1 Miles south - 4 minutes</li> <li>• 75 - Belmont Center - Harvard via Fresh Pond Pkwy - 0.1 Miles south - 4 minutes</li> <li>• 77 - Arlington Heights – Harvard - 0.1 Miles south - 4 minutes</li> <li>• 78 - Arlmont Village – Harvard - 0.1 Miles south- 4 minutes</li> <li>• 96 - Medford Square – Harvard - 0.1 Miles south - 4 minutes</li> </ul> <p><u>Bike Share</u></p> <ul style="list-style-type: none"> <li>• Harvard Square at Brattle St / Eliot St- 0.1 Miles south – 4 minutes – 14 Docks</li> <li>• Harvard Square at Mass Ave/ Dunster - 0.1 Miles south – 4 minutes – 16 Docks</li> </ul>
24	List the duration and frequency of public transit services for weekdays and weekends.	<p><u>Subway</u></p> <ul style="list-style-type: none"> <li>• Frequency: 9 -12 minutes</li> </ul> <p><u>Bus</u></p> <ul style="list-style-type: none"> <li>• Weekday Frequency: 9 to 20 minutes</li> <li>• Saturday Frequency: 10 to 20 minutes</li> </ul>

**Auto Parking Availability:**

25	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).	<p style="text-align: right;">Church Street Lot (Private) Spaces: 122 On Street Parking = Spaces: 64</p> <p><u>Vacant Spaces</u>  Weekday 10:00 AM: 25 vacant spaces  Weekday 12:00 PM: 10 vacant spaces  Weekday 3:00 PM: 54 vacant spaces  Weekday 5:00 PM: 53 vacant spaces  Weekday 7:00 PM: 32 vacant spaces  Saturday 12:00 PM: 51 vacant spaces  Saturday 3:00 PM: 53 vacant spaces  Saturday 7:00 PM: 50 vacant spaces  *It is important to note that several garages are located outside 500 feet zone.</p>
26	Estimated peak parking demand needed for employees.	5
27	Estimated peak parking demand for customers.	28
28	Number of employee parking spaces on-site.	0
29	Number of customer parking spaces on-site.	0
30	Number of employee parking spaces off-site (describe location and distance from site).	0
31	Number of customer parking spaces off-site (describe location and distance from site).	0

<b>Bicycle Parking Availability:</b>		
32	Number of Employee long-term bicycle parking spaces on the Project site.	0
33	Number of Customer short-term bicycle parking spaces on the Project site.	0 ( 280 Nearby bike storage spaces are available within 500ft radius distance from the site)
34	Number of public bicycle parking spaces within 100 feet of the main entrance of the site.	34 bike storage spaces

<b>Loading and Delivery:</b>		
35	Address of proposed Loading and Delivery Service Location (note whether it is on-street or off-street).	All loading delivers will be handled utilizing an existing loading zone area on Church Street. There are multiple Loading Zones along Church Street Brattle Street and Eliot Street. The Applicant will attempt schedule delivery times to avoid undue congestion although for security reasons required by the CCC the specific delivery times and dates will vary and will need to be kept confidential.
36	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.	Product: 3 times per week Cash: Max twice per day Trash: 3 times per week

<b>Project Trip Generation:</b>								
37	Daily, Morning and Evening Peak Hour Employees and Customer trip generation by mode.		Employees			Customers <sup>d</sup>		
			Daily <sup>a</sup>	Evening <sup>b</sup>	Saturday <sup>c</sup>	Daily	Evening	Saturday
		SOV	6	3	1	430	96	74
		HOV	2	1	1	136	30	24
		Transit	3	0	1	168	38	30
		Walk	1	0	0	200	46	34
		Bike	0	0	0	63	14	10
		Other	0	0	0	53	12	10
	Total	12	4	3	1050	236	182	

<sup>a</sup> Based on number of employees each day (2 employees full time and 4 employees part-time).

<sup>b</sup> Assumed 30% of employees trip occurs on typical PM peak hour.

<sup>c</sup> Assumed 25% of employees trip occurs on typical SAT peak hour.

<sup>d</sup> Unrestricted Operation.

# MEMORANDUM

**TO:** Charles River Remedies LLC  
31 Church Street  
Cambridge, MA 02139

**FROM:** F. Giles Ham, P.E , Managing Partner  
*and* Jennifer Conners  
Vanasse & Associates, Inc.  
35 New England Business Center Drive  
Suite 140  
Andover, MA 01810-1066

**DATE:** October 25, 2019

**RE:** 8276

**SUBJECT:** Transportation Logistics Plan  
Proposed Retail Dispensary – 31 Church Street  
Cambridge, Massachusetts

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Vanasse & Associates, Inc. (VAI) has completed a Transportation Logistics Plan in order to determine potential impacts associated with the proposed cannabis dispensary to be located at 31 Church Street in Cambridge, Massachusetts (hereafter referred to as “The Project”). The purpose of this memorandum is to identify available public transit options, evaluate parking supply/demand, evaluate loading/delivery areas and the impacts on nearby streets, sidewalks and surrounding neighborhoods, estimate traffic volumes expected to be generated by the proposed facility, and recommend a Transportation Demand Management (TDM) Plan for customers, employees, and delivery/loading activities, in order to minimize Project impacts. The general scope of this assessment is outlined in the City of Cambridge Transportation Logistics Plan Guidelines.

## **PROJECT DESCRIPTION**

The proposed Project will consist of a 1,141 sf cannabis dispensary. The facility will be opened seven days a week from 10:00 AM to 11:00 PM Monday through Sunday. Figure 1 depicts the site location in relation to the local roadway network.

## **INTRODUCTION**

As part of this study, a comprehensive field inventory of available public transit options, parking supply and demand, loading zone, pedestrian, and bicycle facilities within the study area was undertaken in June 2019, within 500-foot and quarter mile radius around the site. Figure 2 graphically depicts a survey of the inventory.

### **Pedestrian and Bicycle Facilities**

The Project site is conveniently located in a pedestrian-friendly area and will be accessed by costumers at the store entrance onto Church Street. Within the study area, sidewalks are provided along both sides of all streets with painted crosswalks provided at the intersections. Available public transit and bike facilities/stations are provided within less than a 5-minute walk.



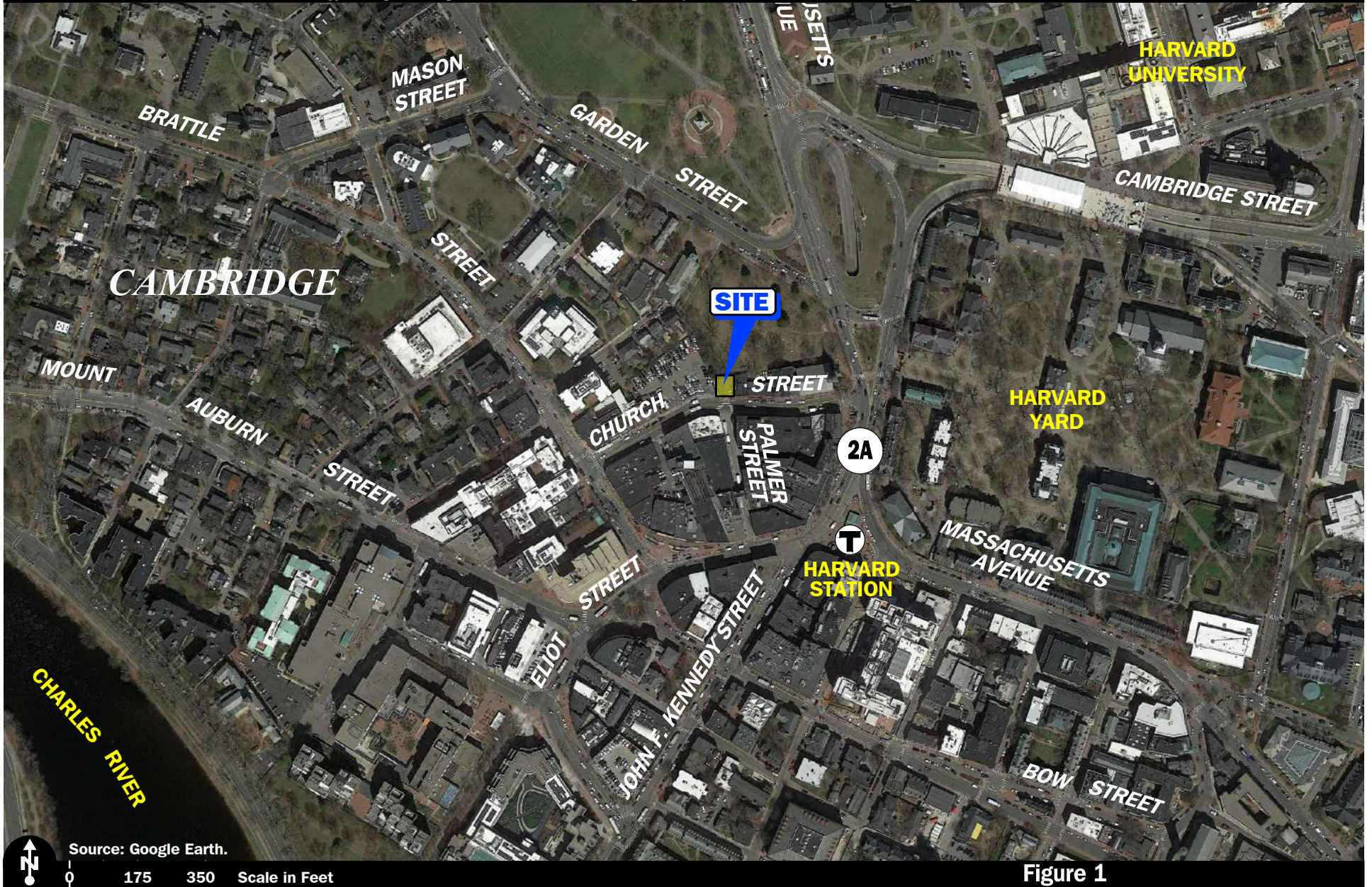








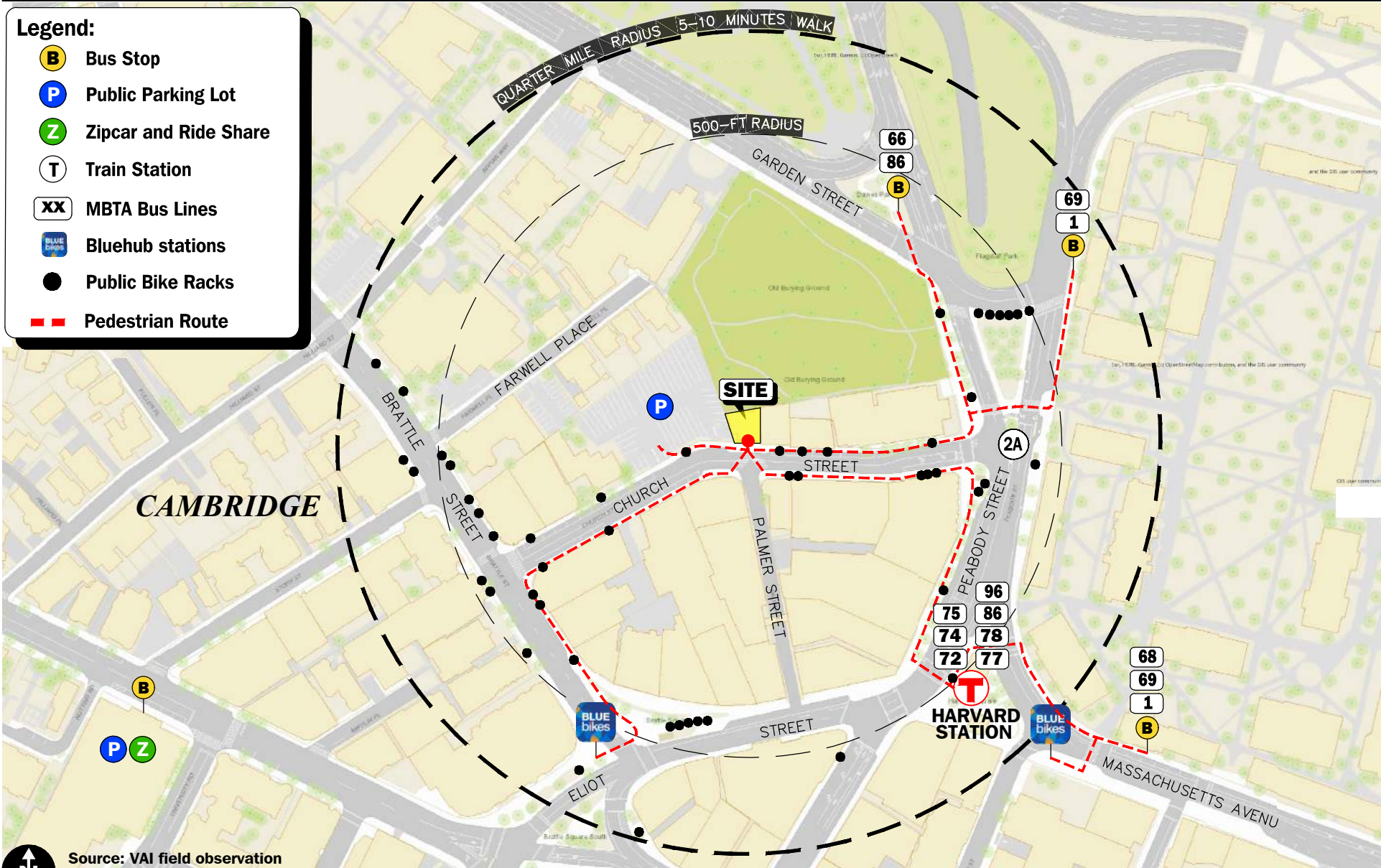


Figure 1  
Site Location Map

**Legend:**

-  Bus Stop
-  Public Parking Lot
-  Zipcar and Ride Share
-  Train Station
-  MBTA Bus Lines
-  Bluehub stations
-  Public Bike Racks
-  Pedestrian Route



Source: VAI field observation  
Not Scaled

**Figure 2**  
**Public Transit Services**  
**31 Church Street**



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## Public Transportation Services

The Project site is conveniently located adjacent to the MBTA Harvard Station. As such, a significant portion of employees and customers will utilize transportation to access the site. Public transportation services are provided within the study area by the Massachusetts Bay Transportation Authority (MBTA) for Bus and Subway service. A description of the bus route within the site vicinity is depicted on Figure 3. Within the study area, the MBTA operates the following bus and subway services:

**Table 1**  
**MBTA BUS SERVICE SUMMARY**

Route	Service	Stop Closest to Site	Distance from Site	Distance Walking	Frequency
66	Harvard - Dudley via Allston	Harvard Square at Garden St - Dawes Island	422 ft. north	2 minutes	
86	Sullivan - Reservoir	Harvard Square at Garden St - Dawes Island	422 ft. south	2 minutes	
1	Harvard - Dudley via Massachusetts Avenue	Massachusetts Avenue at Johnston Gate	557 ft. north	3 minutes	
68	Harvard - Kendall/MIT	Massachusetts Avenue at Johnston Gate	557 ft. north	3 minutes	
69	Harvard - Lechmere	Massachusetts Avenue at Johnston Gate	557 ft. north	3 minutes	
71	Watertown Square - Harvard	Harvard Square	0.1 Miles south	4 minutes	<i><u>Weekday</u></i>
72	Huron Avenue - Harvard	Harvard Square	0.1 Miles south	4 minutes	9 to 20 minutes
73	Waverley Square - Harvard	Harvard Square	0.1 Miles south	4 minutes	<i><u>Saturday</u></i> 10 to 20 minutes
74	Belmont Center - Harvard via Concord Avenue	Harvard Square	0.1 Miles south	4 minutes	
75	Belmont Center - Harvard via Fresh Pond Parkway	Harvard Square	0.1 Miles south	4 minutes	
77	Arlington Heights - Harvard	Harvard Square	0.1 Miles south	4 minutes	
78	Arlmont Village - Harvard	Harvard Square	0.1 Miles south	4 minutes	
96	Medford Square - Harvard	Harvard Square	0.1 Miles south	4 minutes	

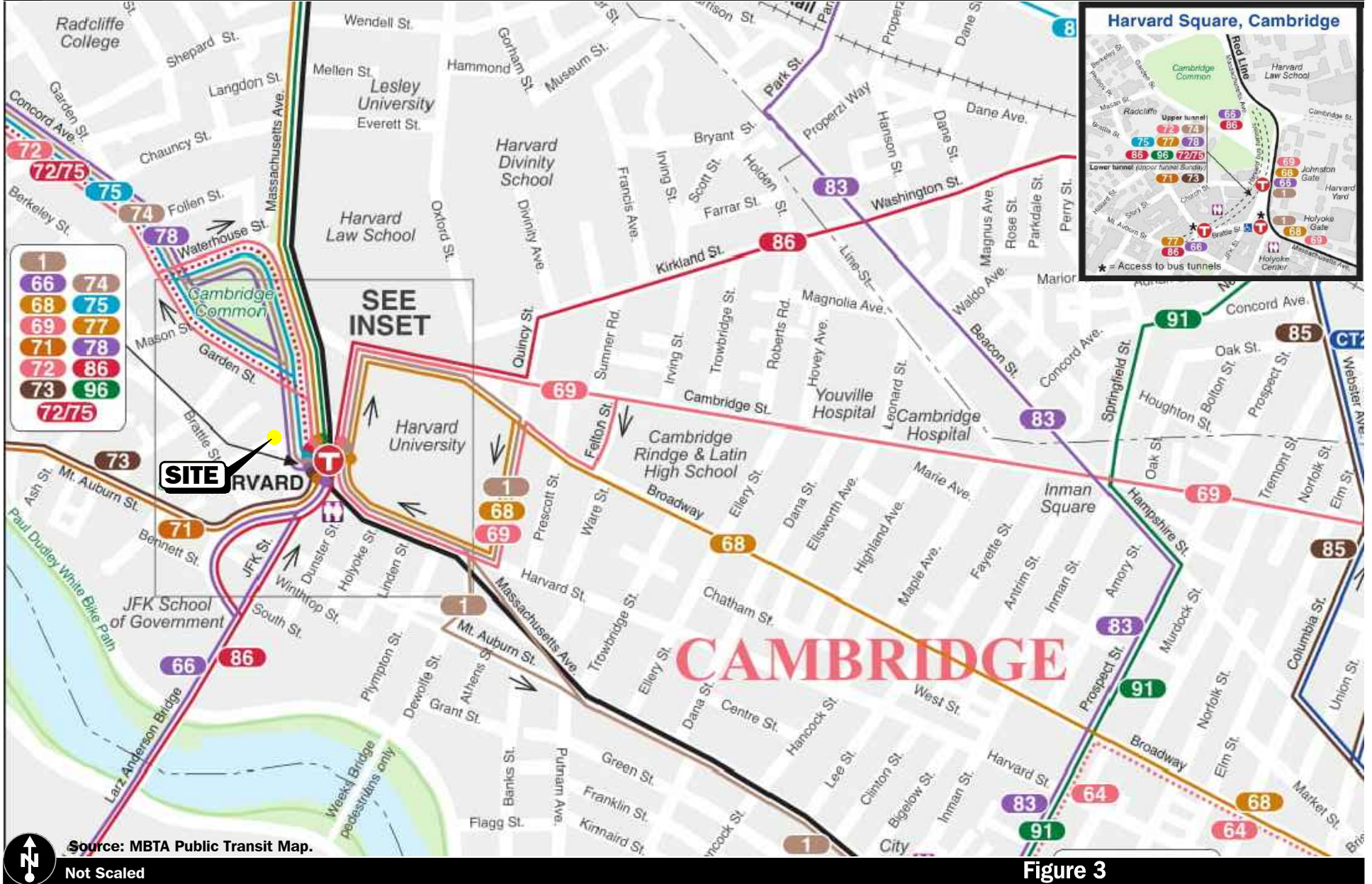
## **MBTA SUBWAY SERVICE SUMMARY**

Line	Stop Closest to Site	Distance from Site	Distance Walking	Frequency
MBTA Red Line Braintree/Alewife	Harvard Square	0.1 Miles South	4 minutes	9 -12 minutes

## Parking and Loading Availability

The Project proposes to use existing on and off-street public parking and a loading zone at Church Street. In order to determine the availability of parking spaces, a parking supply/demand survey was conducted within 500-feet around the site. The survey was conducted in June 2019 and consists of inventory of on-street parking coded by regulation (e.g., metered 2-hour parking, 15-minute parking, resident permit only





**Figure 3**  
**Bus/Train Routes**  
**31 Church Street**

parking, handicap parking spaces, loading zones, etc.) and existing parking garage in the vicinity of the site. In order to identify parking trends occurring within the study area, parking demand surveys were conducted during typical weekday at 10:00 AM, 12:00 PM, 3:00 PM, 5:00 PM, and 7:00 PM, and a Saturday at noon, 3:00 PM and 7:00 PM. Table 2 and Figure 4 summarize the parking supply and demand observations for the available customer parking.

**Table 2  
CAMBRIDGE PARKING SUPPLY AND DEMAND OBSERVATIONS**

		<i>On Street Parking</i>							
		<i>Wednesday 06/19/19</i>					<i>Saturday, 06/15/19</i>		
<i>Zone</i>	<i>Supply</i>	<i>10:00 AM</i>	<i>12:00 PM</i>	<i>3:00 PM</i>	<i>5:00 PM</i>	<i>7:00 PM</i>	<i>12:00 PM</i>	<i>3:00 PM</i>	<i>7:00 PM</i>
1	8	1	0	1	1	0	0	1	0
2	5	0	0	1	1	1	0	0	0
3	6	0	0	0	0	0	0	1	0
4	7	0	0	0	0	0	0	0	0
5	6	0	0	1	0	0	1	0	0
7	3	0	0	0	0	1	0	0	0
8	13	0	1	4	1	0	1	2	0
9	10	0	0	0	1	0	0	1	0
10	4	0	0	0	0	0	0	0	0
<b>Sub Total Vacant Spaces</b>	<b>62</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>0</b>
		<i>Parking lot/Garage</i>							
<b>Church Street Lot (Private)</b>	122	24	9	47	49	30	49	48	50
<b>Total</b>	<b>184</b>	<b>25</b>	<b>10</b>	<b>54</b>	<b>53</b>	<b>32</b>	<b>51</b>	<b>53</b>	<b>50</b>

As shown in Table 2, the peak hour demand during a typical weekday occurs at 12:00 PM when 10 spaces were vacant and the peak hour demand during a typical Saturday occur at 7:00 PM when 50 spaces were vacant. Additional public parking is available at several garages outside of the 500 feet zone.

All loading deliveries will be handled utilizing an existing loading zone area on Church Street. There are multiple Loading Zones along Church Street, Brattle Street and Eliot Street. The Applicant will attempt to schedule delivery times to avoid undue congestion, although for security reasons required, the specific delivery times and dates will vary and will need to be kept confidential. The loading zone is expected to be utilized 20 times per week.

**PROJECT-GENERATED TRAFFIC**

The only Massachusetts dispensary that is similar to 31 Church Street is located at 160 Washington Street, Brookline, MA. The existing Neta Brookline Cannabis facility will remain to be extremely busy until other urban facilities are developed. Peak-hour observations of pedestrian traffic was conducted at the Neta facility during a typical weekday evening peak hour (4:00 – 6:00 PM) and during typical Saturday midday

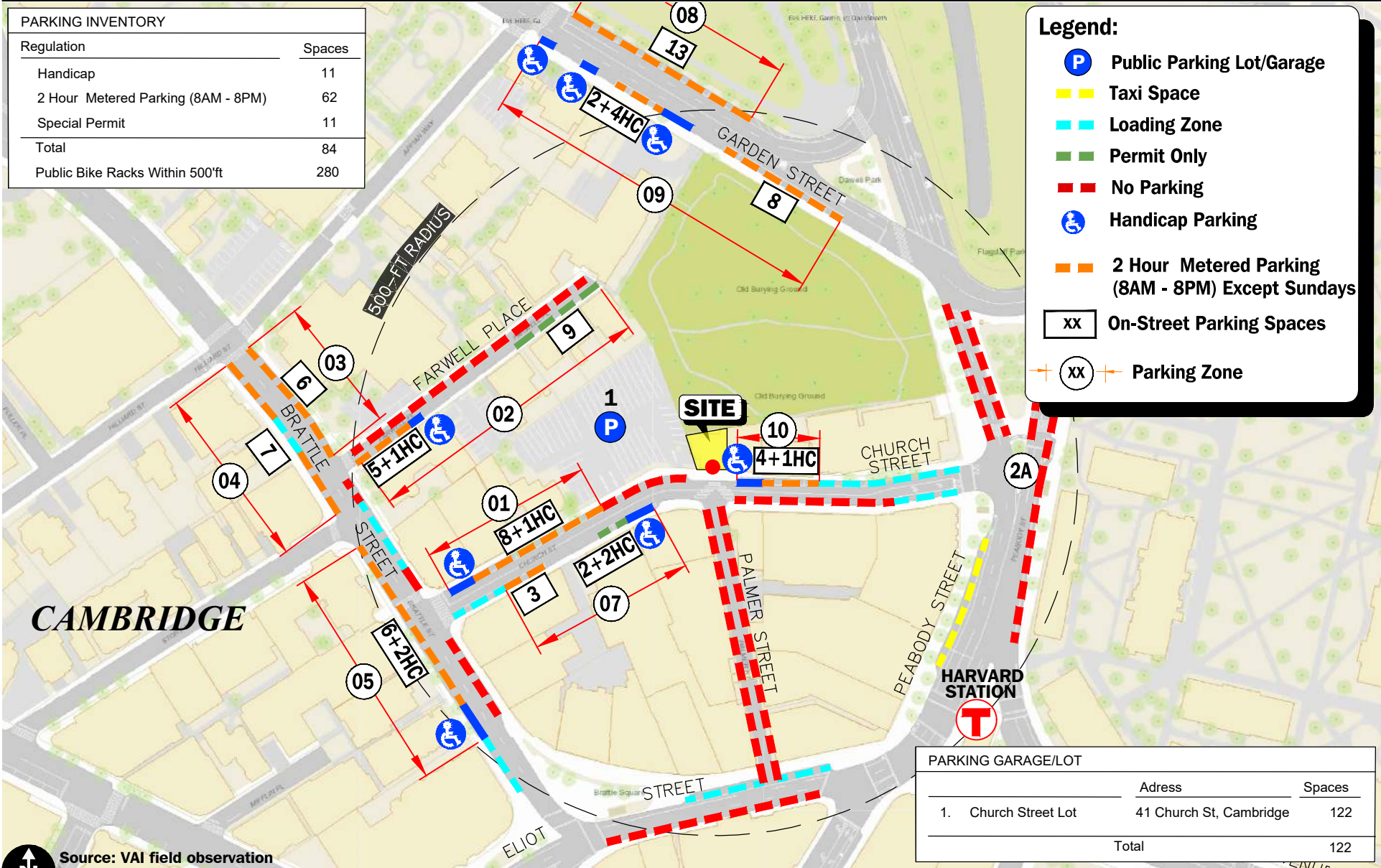




PARKING INVENTORY	
Regulation	Spaces
Handicap	11
2 Hour Metered Parking (8AM - 8PM)	62
Special Permit	11
<b>Total</b>	<b>84</b>
Public Bike Racks Within 500'ft	280

**Legend:**

- Public Parking Lot/Garage
- Taxi Space
- Loading Zone
- Permit Only
- No Parking
- Handicap Parking
- 2 Hour Metered Parking (8AM - 8PM) Except Sundays
- On-Street Parking Spaces
- Parking Zone



Source: VAI field observation  
Not Scaled



**Figure 4**  
**Parking Alternative**  
**Parking Lot/Garage**  
**On-Street Parking**  
**31 Church Street**

peak-hour (11:00 AM–2:00 PM). Trip-Generation rates per register were developed and applied to the proposed facility. Based upon observations in Brookline, the estimated opening condition trip-generation is presented on Table 3 with background calculations contained in the Appendix.

*It is important to note that the trip projections for the Project presented are for the initial opening period and as more dispensaries open, the trip-generation will be reduced significantly. With a proposed appointment only schedule initially, the trip projections will be limited to the scheduled capacity.*

### **Project-Generated Traffic Volume Summary**

As can be seen in Table 3, the cannabis dispensary is predicted to generate approximately 124 vehicle trips (63 vehicles entering and 61 exiting) expected during the weekday evening peak-hour, and 96 vehicle trips (49 vehicles entering and 47 exiting) expected during the Saturday midday peak hour. It should be noted that up to 40 percent of the costumers' peak hour trips will be transit, pedestrian and bicycle trips. It is important to note that these estimates are conservatively high and given the area's constrained parking supply actual vehicle trip generation should be significantly less.



**Table 3**  
**TRIP GENERATION SUMMARY**  
**CANNABIS DISPENSARY**

Time Period/Direction	Person Trips							Automobile Trips <sup>b</sup>	Employees Trips	Total Trips
	Proposed Cannabis Dispensary (7 Registers) <sup>a</sup>	Drive Alone Trips (41%)	Ridesharing Trips (13%)	Transit Trips (16%)	Pedestrian Trips (19%)	Bicycle Trips (6%)	Other Trips (5%)			
<b><i>Weekday Evening Peak Hour:</i></b>										
Entering	118	48	15	19	23	7	6	60	3	63
<u>Exiting</u>	<u>118</u>	<u>48</u>	<u>15</u>	<u>19</u>	<u>23</u>	<u>7</u>	<u>6</u>	<u>60</u>	<u>1</u>	<u>61</u>
Total	236	96	30	38	46	14	12	120	4	124
<b><i>Saturday Midday Peak Hour:</i></b>										
Entering	91	37	12	15	17	5	5	47	2	49
<u>Exiting</u>	<u>91</u>	<u>37</u>	<u>12</u>	<u>15</u>	<u>17</u>	<u>5</u>	<u>5</u>	<u>47</u>	<u>0</u>	<u>47</u>
Total	182	74	24	30	34	10	10	94	2	96

<sup>a</sup>Based on customer counts conducted at the Existing Cannabis Dispensary in Brookline June 19. Projection on 16.9 Costumes per register Rate (20 Registers)

<sup>b</sup>Drive-alone plus rideshare person trips divided by vehicle occupancy ratio of 1.05 persons per vehicle per local census data



## OPENING CONDITIONS OPERATIONS PLAN

### Crowd and Customer Management Logistics

In anticipation of large crowds during the opening days and months, the following is being proposed:

- **Additional Staff:** There will be additional security/concierge specifically focused on managing the crowds both internally and on the street along Church Street. These additional staff members will serve as concierge and will not replace the required security and check in personnel as required by the CCC regulations.
- **Appointment Only:** For the initial first six months of operation Charles River Remedies will require customers be by appointment only reduce any issues of lines obstructing the public way. During the initial 6- 12 months of operation there will be additional staff to monitor lines as concierge/security to maintain order in the public way. The total daily customer volume is as follows: The dispensary will have a maximum of 364 customers per day (13 hours per day x 4 customer per hour (per register x 7 registers). There will be a maximum of 14 customers in the facility at any one time because the average customer time in the dispensary will be approximately 15-20 minutes after which the customer leave and the next appointment will begin.
- **Crowd Management Software/Technology:** We will utilize Q-Less, an Appointment Scheduling and Queue Management System designed to allow customers to schedule an appointment via mobile phone or our website. The app will update customers via text messaging and then will notify the customer when it is their turn.
- **Coordinate with Cambridge Police:** In advance of its opening day Charles River Remedies will coordinate with the Harvard Square Sargent of the Cambridge Police to arrange for the appropriate detail, discuss any proposed logistics for crowd management and share any industry information the police may find useful.

### TRANSPORTATION DEMAND MANAGEMENT (TDM)

Reducing the amount of traffic generation by the Project is an important component of the development. The goal of the TDM plan is to reduce the use of Single Occupant Vehicles by encouraging healthy transportation choices. The following measures will be implemented in an effort to reduce the number of vehicle trips generated:

- Provide MBTA T-Pass subsidies to all employees.
- Offer all employees Gold-Level Bluebikes Bikeshare membership.
- Provide lockers for employees that walk or bike to work.
- Have available an air pump and bicycle repair tools for employees and customers to use when needed.
- Designate an employee of the facility as a Transportation Coordinator (TC) to manage the implementation of TDM measures. The TC will:



- 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:
  - Available pedestrian and bicycle facilities near the Project site.
  - “Getting Around Cambridge” map
  - Locations of bicycle parking.
  - Bluebikes regional public bikeshare system.
  - Carpool-matching programs.
  - Provide a real-time transportation display screen in a central location to help people decide which mode to choose for each trip.
- Provide and maintain information on the Project’s public website, newsletters, social media, etc. on how to access the site by all modes, with emphasis on sustainable modes.
- Participate in any TC training offered by the City.
- Prior to the issuance of a Building Permit, the Applicant should provide a loading and service delivery management plan that includes all delivery activity to TP&T for TP&T’s approval.
- Provide a one-time contribution to the City toward transportation, transit and/or bicycle improvements to support non-automobile.

The above strategies will encourage non-auto travel by the employees.

## **CONCLUSIONS**

VAI has completed a Transportation Assessment of the potential impacts on the transportation infrastructure associated with the proposed cannabis dispensary to be located at 31 Church Street in Cambridge, MA. Based on this assessment, we have concluded the following with respect to the Project:

- The initial opening of the proposed facility will result in significant customers’ activity which will be reduced over time as more dispensaries open.
- The need for a Traffic Management Plan for the initial opening period should be finalized prior to opening and in consultation with City staff.
- Parking in the area is constrained and will help to reduce auto travel to the site and encourage transit usage.
- Public transportation is available in the immediate Project vicinity to accommodate both employees and customers.
- The Project proponent has committed to an aggressive TDM plan to reduce automobile travel to the site and promote transit, bicycle and walking.

In consideration of the above, we have concluded that the Project can be accommodated within the confines of the existing transportation infrastructure in a safe and efficient manner.



**APPENDIX**

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**SITE PLAN**

**EXISTING FACILITY TRAFFIC COUNTS**

**US CENSUS**

**TRIP GENERATION CALCULATIONS**

SITE PLAN

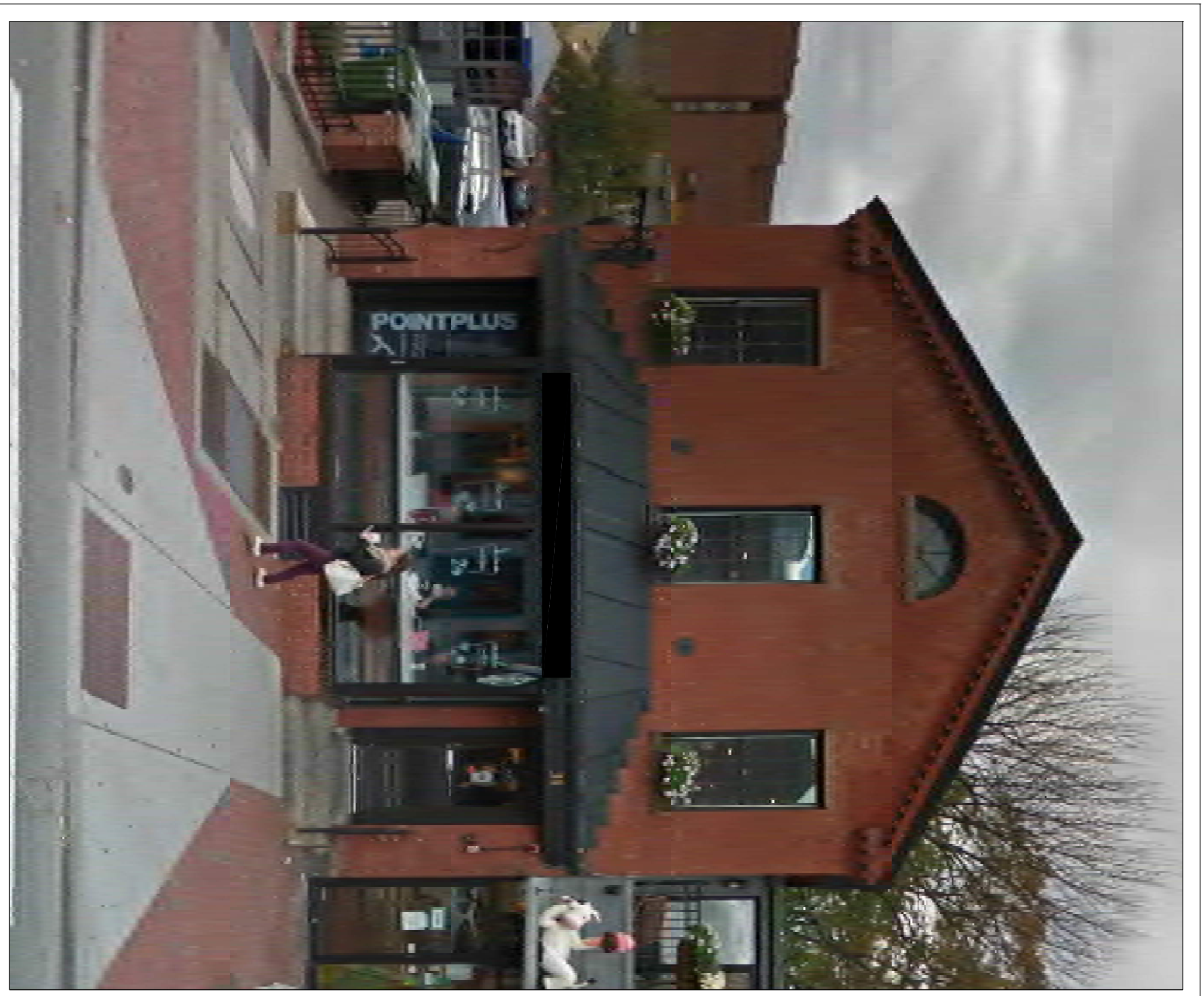
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# PROJECT TITLE: CHARLES RIVER REMEDIES - DISPENSARY

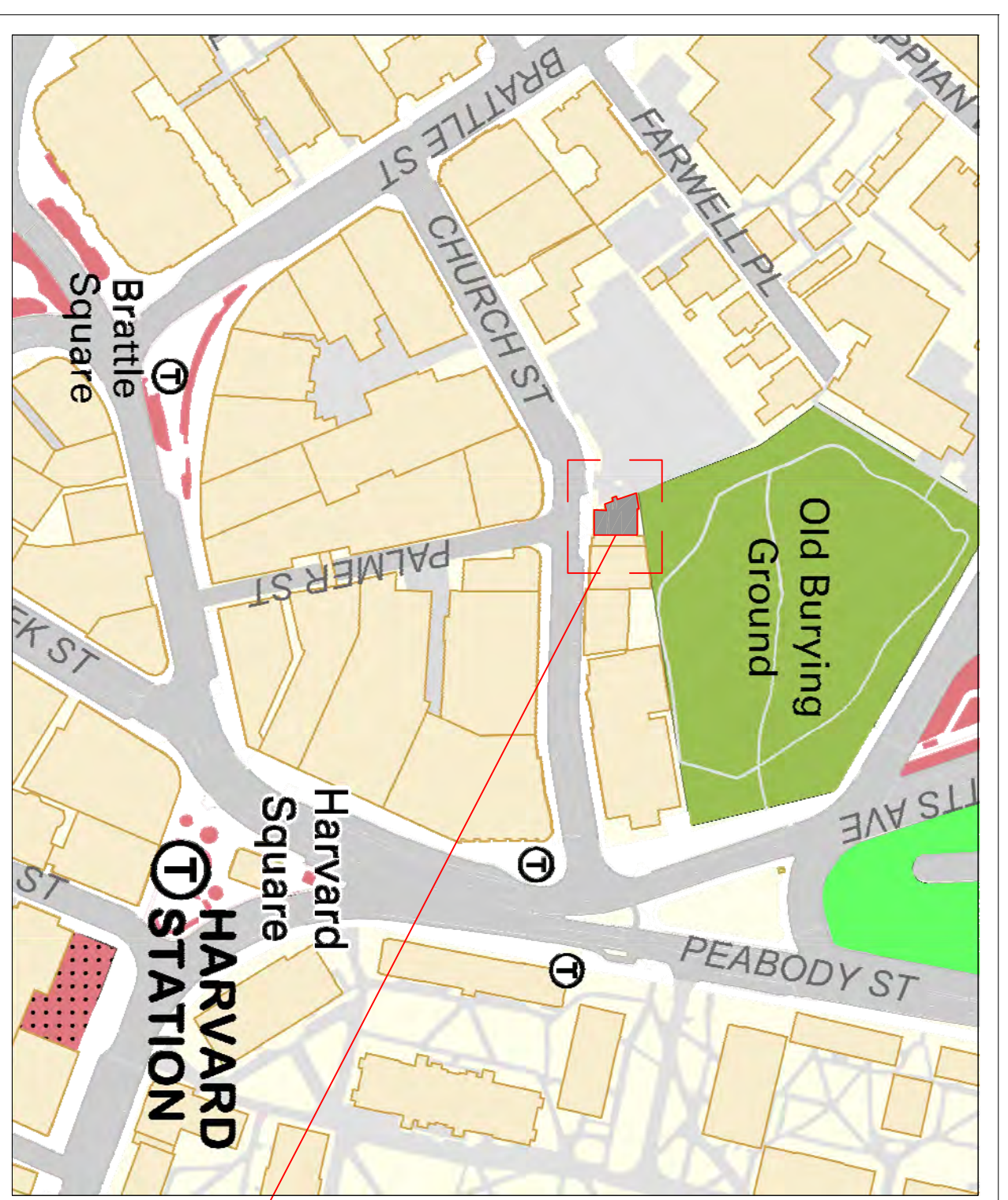
PROJECT ADDRESS: 31 Church Street, Cambridge, Ma 02138

SUBMISSION TO CITY OF CAMBRIDGE

DATE: 10.25.2019



STREET VIEW - EXISTING



GIS MAP

LIST OF DRAWINGS:		
Drawing No.	Drawing Title	Issue Date:

A0.00	COVER SHEET	10.25.2019
A0.01	LOCUS MAP - 300' RADIUS	10.25.2019
A0.02	LOCUS MAP - 1800' RADIUS	10.25.2019
A0.03	SITE CONDITIONS/LOGISTICS	10.25.2019
A0.04	LOGISTICS	10.25.2019
A0.05	PROPOSED DISPENSARY PLAN	10.25.2019

1	10-25-19	ISSUED FOR INFORMATION	0
SER. NO.	SUBMITAL DATE	DESCRIPTION	REV. NO.
ARCHITECT'S SEAL:			



**AR**

320 NEWTON  
NEWTON  
MA 02460  
TEL: 617.448.5872

PROJECT: CHARLES RIVER REMEDIES LLC

CLIENT INFORMATION: DAVID.B.HANKS@DAVIDBANKSARCHITECT.COM

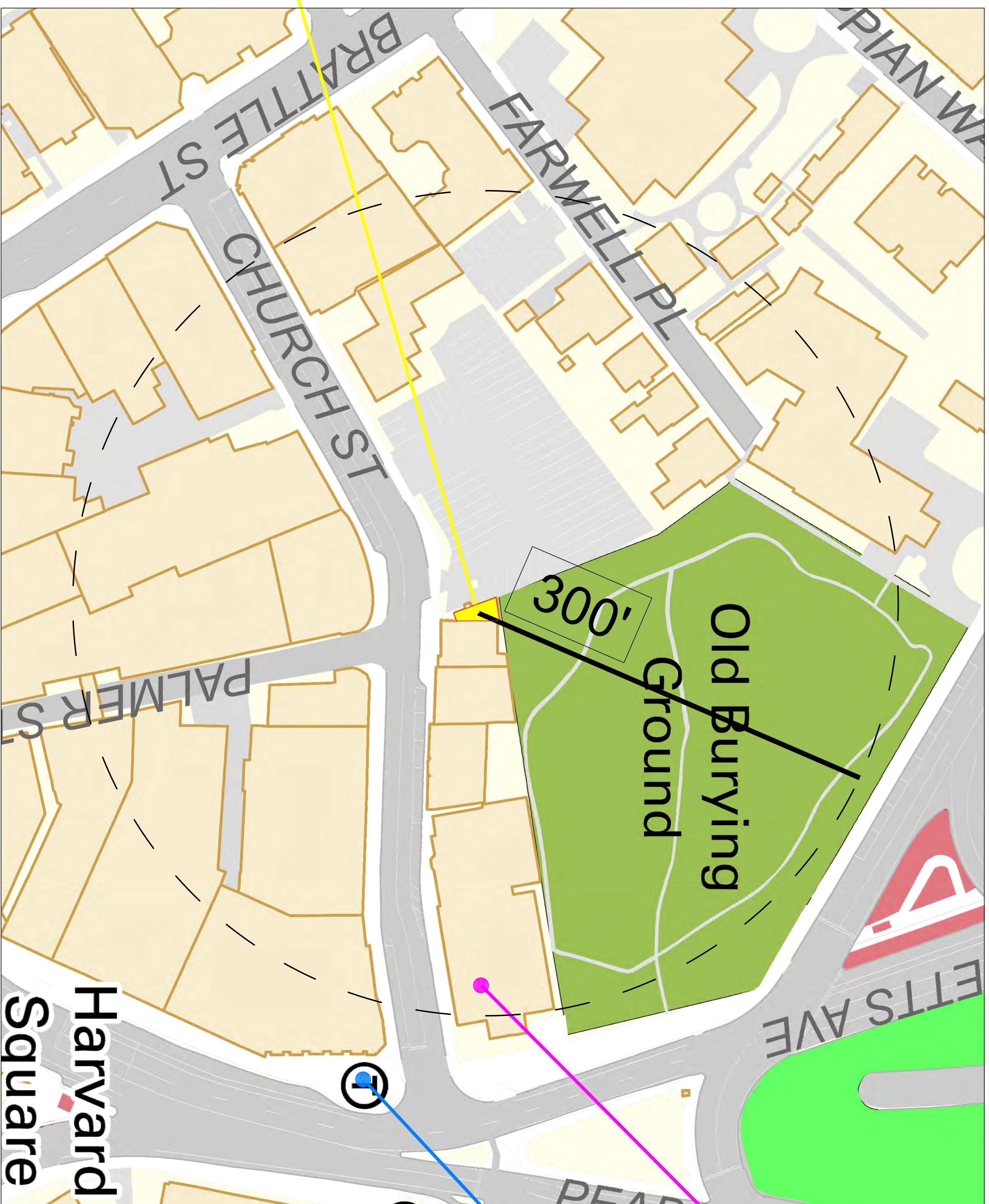
PROJECT LOCATION  
31 Church Street,  
Cambridge, MA 02138

DRAWING TITLE  
**COVER SHEET**

SCALE	N/A	DATE	06-14-2019
PROJECT NO.	05082019	REVISION NO.	0
DRAWN BY	DB	DRAWING NO.	A0.00
VERIFIED BY			



# LOCUS MAP

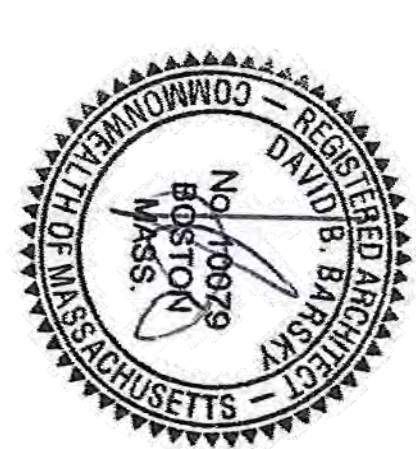


**LEGEND**

	31 CHURCH STREET
	APPROVED RMD
	SCHOOLS K-12
	PUBLIC TRANSPORTATION
	PLACES OF WORSHIP
	PARKS AND PLAYGROUNDS

SUB. NO.	SUBMITTAL DATE	DESCRIPTION	REV. NO.
1	10-25-19	ISSUED FOR INFORMATION	0

ARCHITECT'S SEAL:



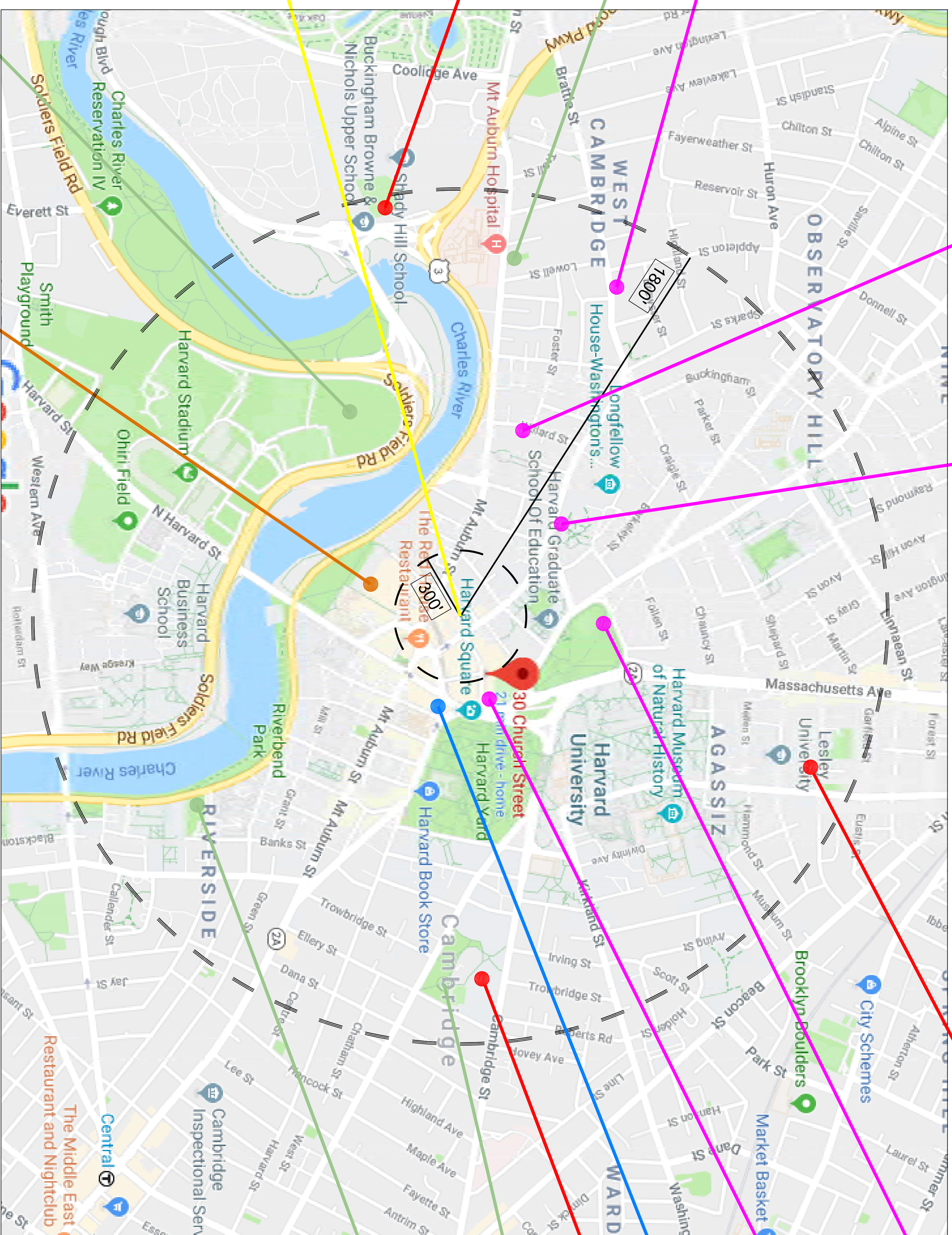
**DAVID BASKAY ARCHITECT**  
 320 NEVADA  
 NEWTON  
 MA 02460  
 TEL: 617.448.5872  
 E-MAIL: DAVID.BASKAY@DAVIDBASKAYARCHITECT.COM

**CLIENT INFORMATION**  
**CHARLES RIVER  
 REMEDIES LLC.**

**PROJECT LOCATION**  
 31 Church Street,  
 Cambridge, MA 02138

**DRAWING TITLE**  
**LOCUS MAP**  
**300' RADIUS**

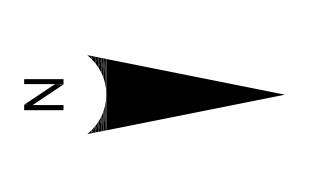
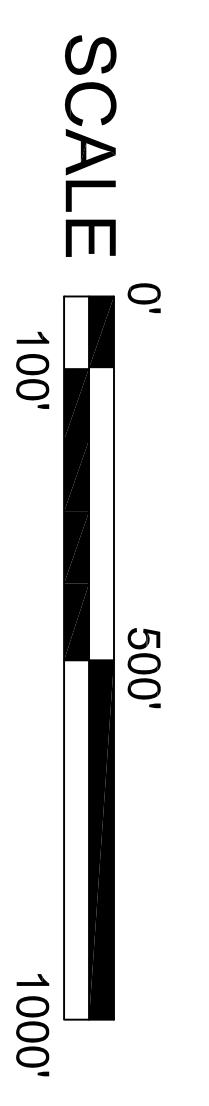
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PROJECT NO.	NA	REVISION NO.	0
DRAWN BY	DB	DRAWING NO.	A0.01
VERIFIED BY			



HARVARD  
UNIVERSITY PLAYING  
FIELDS

HEALTHY PHARMA  
DISPENSARY

### LOCUS MAP



LEGEND	
	31 CHURCH STREET
	APPROVED RMD
	SCHOOLS K-12
	PUBLIC TRANSPORTATION
	PLACES OF WORSHIP
	PARKS AND PLAYGROUNDS

CHURCH OF JC  
LATTER DAY SAINTS

FIRST CAMBRIDGE  
CHURCH

AGGAZZIS BALDWIN  
SCHOOL

UNITED METHODIST  
CHURCH

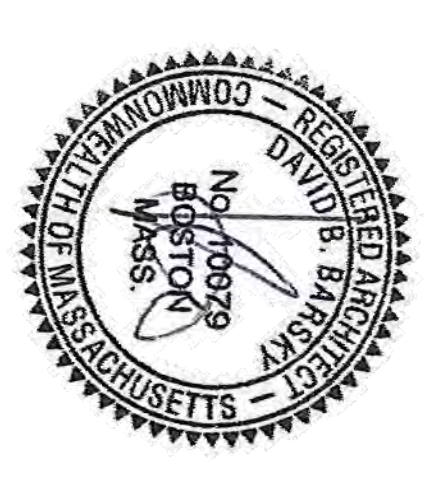
FIRST PARISH  
CHURCH

HARVARD SQ. 'T'  
STATION

CAMBRIDGE RINGE &  
LATIN SCHOOL

JOAN LORENTZ PARK

CORPORAL BURNS  
PLAYGROUND



320 NEWADA  
NEWTON  
MA 02460  
TEL: 617.448.5872

CHARLES RIVER  
REMEDIES LLC.

31 Church Street,  
Cambridge, MA 02138

LOCUS MAP  
1800' RADIUS

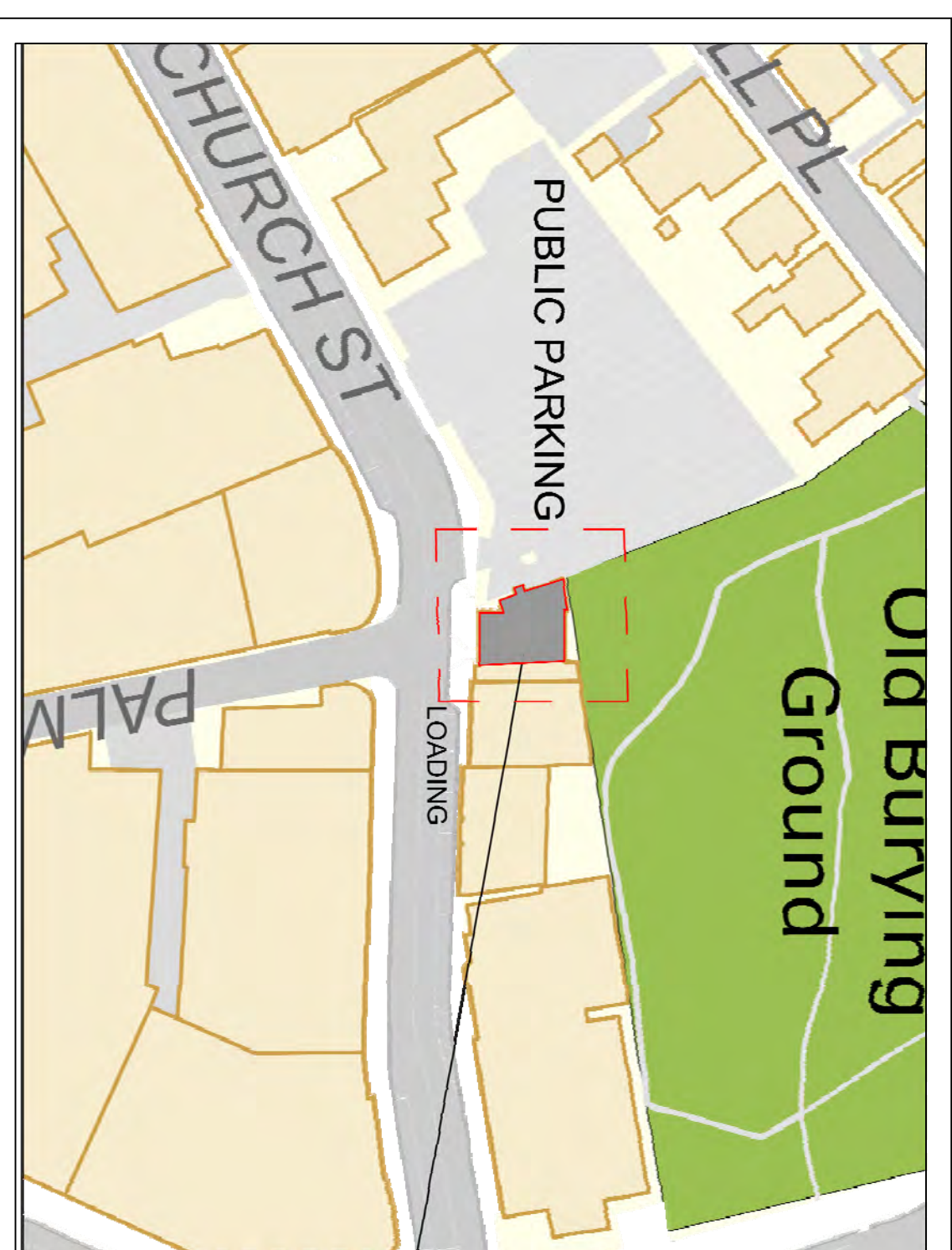
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DRAWN BY DB	DRAWING NO. A0.02
VERIFIED BY	

SER. NO.	SUBMITTAL DATE	DESCRIPTION	REV. NO.
1	10-25-19	ISSUED FOR INFORMATION	0

31 CHURCH STREET

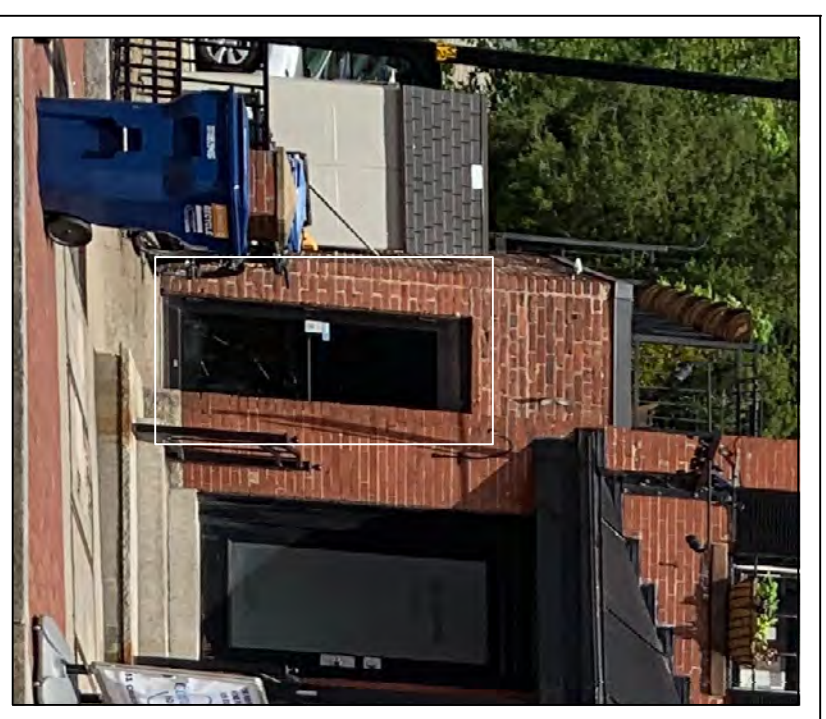


SITE MAP - AERIAL VIEW



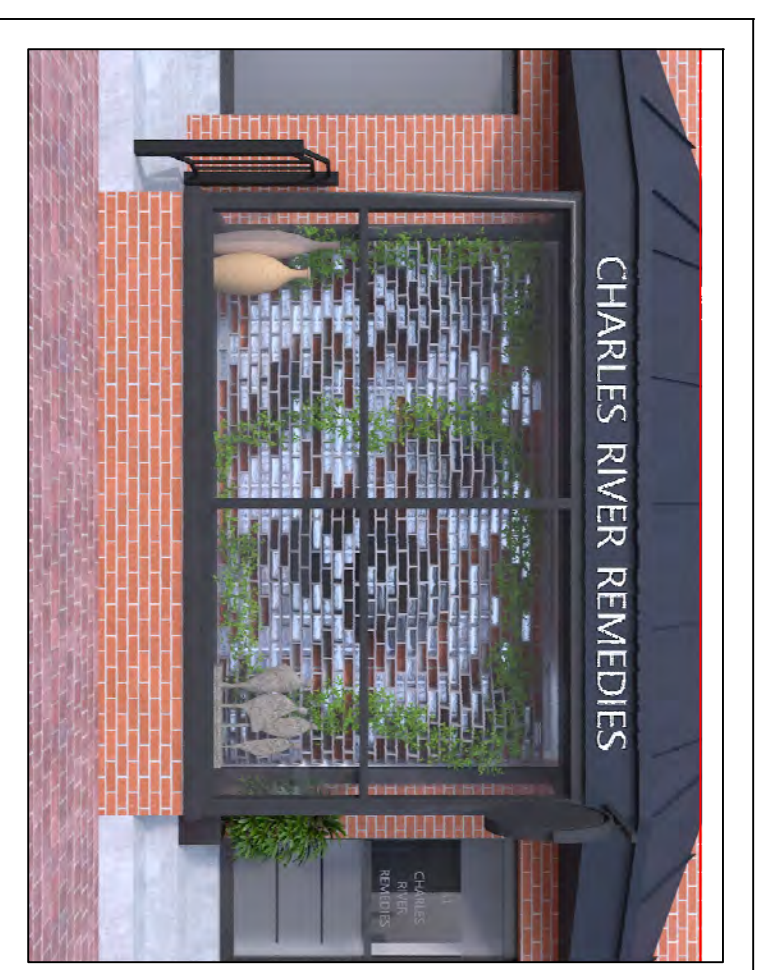
G.I.S. - SITE MAP

31 CHURCH STREET

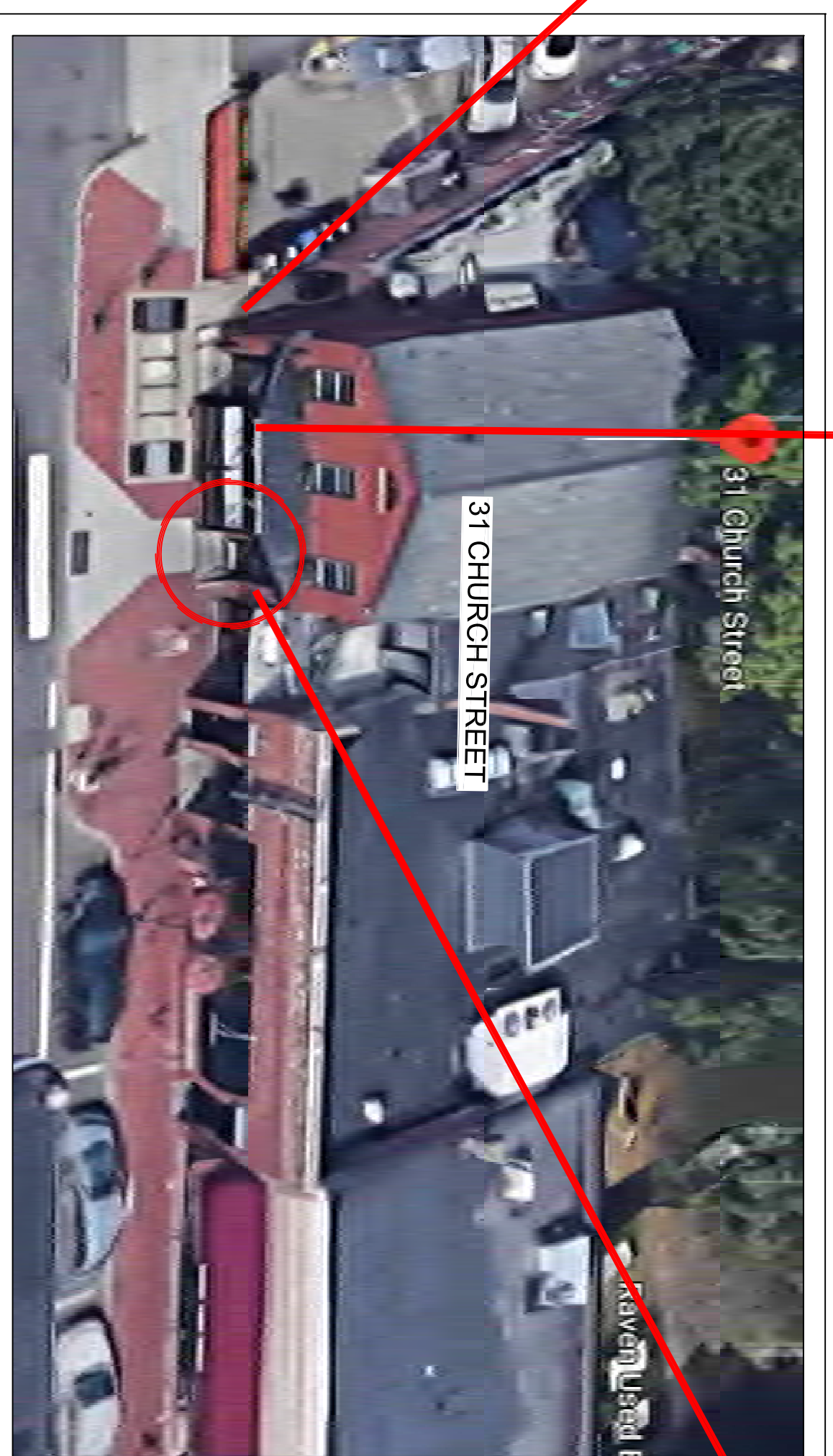


EXISTING  
ACCESSIBLE ENTRY  
ON CHURCH ST.

- NOTES:
1. CONDITIONS SHOWN ARE EXISTING.
  2. BIKE RACKS ARE EXISTING
  3. ACCESSIBLE PARKING AND METERED PARKING EXISTING ON CHURCH ST.
  4. PUBLIC PARKING LOT LEFT SIDE.
  5. AFTER HOURS DELIVERIES THROUGH PRIMARY ENTRY.
  6. SECONDARY ACCESSIBLE ENTRY AS INDICATED



EXISTING AWNING  
W/ SIGN BAND



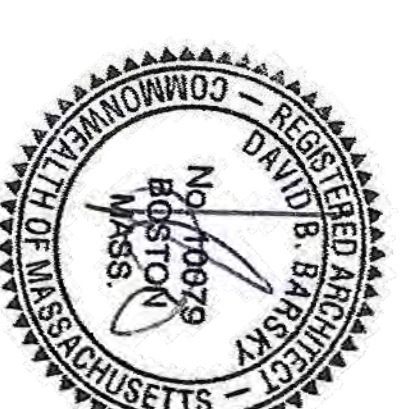
AERIAL FRONT VIEW - EXISTING



CUSTOMER ENTRY  
ON CHURCH ST.

1	10-25-2019	ISSUED FOR INFORMATION	0
---	------------	------------------------	---

ARCHITECT'S SEAL:



320 NEVADA STREET  
CAMBRIDGE, MA 02140  
TEL: 617.448.5872

EMAIL: DAVID.BASKAY@DAVIDBASKAYARCHITECT.COM

CHARLES RIVER  
REMEDIES LLC.

PROJECT LOCATION  
31 Church Street,  
Cambridge, MA 02138

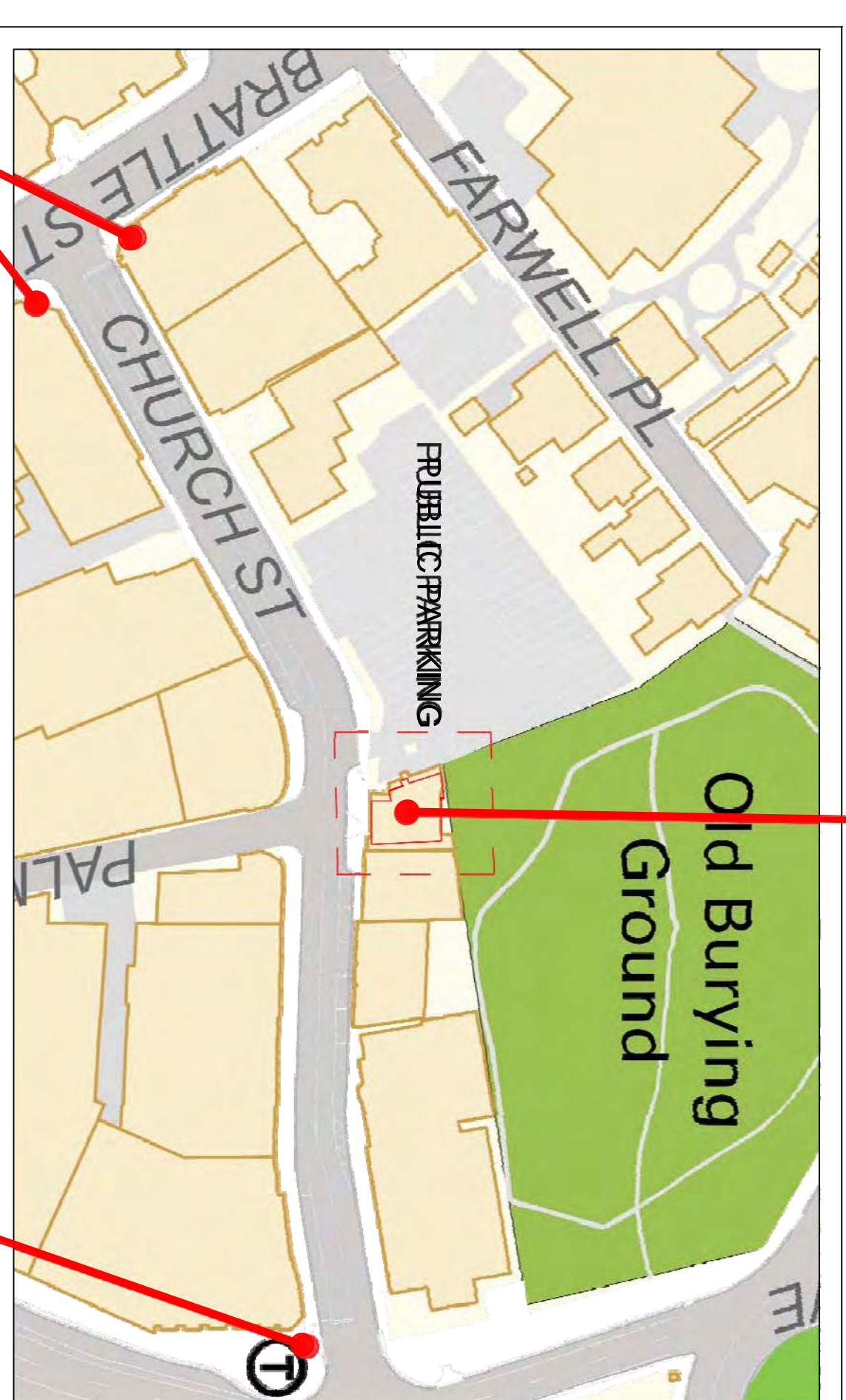
DRAWING TITLE  
SITE CONDITIONS/  
LOGISTICS

SCALE	N/A	DATE	06-14-2019
PROJECT NO.	N/A	REVISION NO.	0
DRAWN BY	DB	DRAWING NO.	A0.03
VERIFIED BY			

31 CHURCH STREET



SITE MAP - AERIAL VIEW

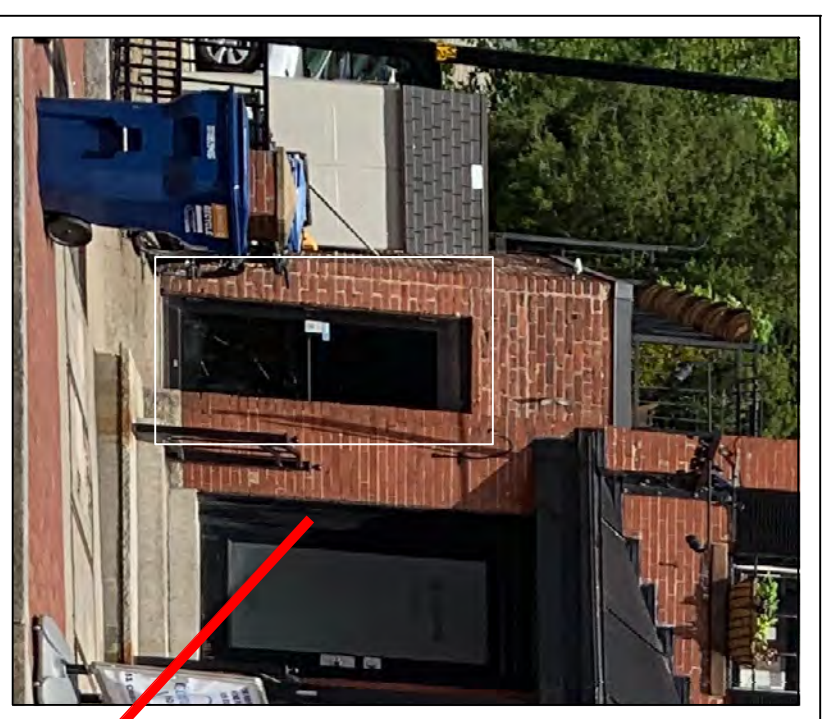


31 CHURCH STREET

LOADING ZONES  
(EXISTING)

G.I.S. - SITE MAP

LOADING ZONE  
(EXISTING)



EXISTING  
ACCESSIBLE ENTRY  
ON CHURCH ST.

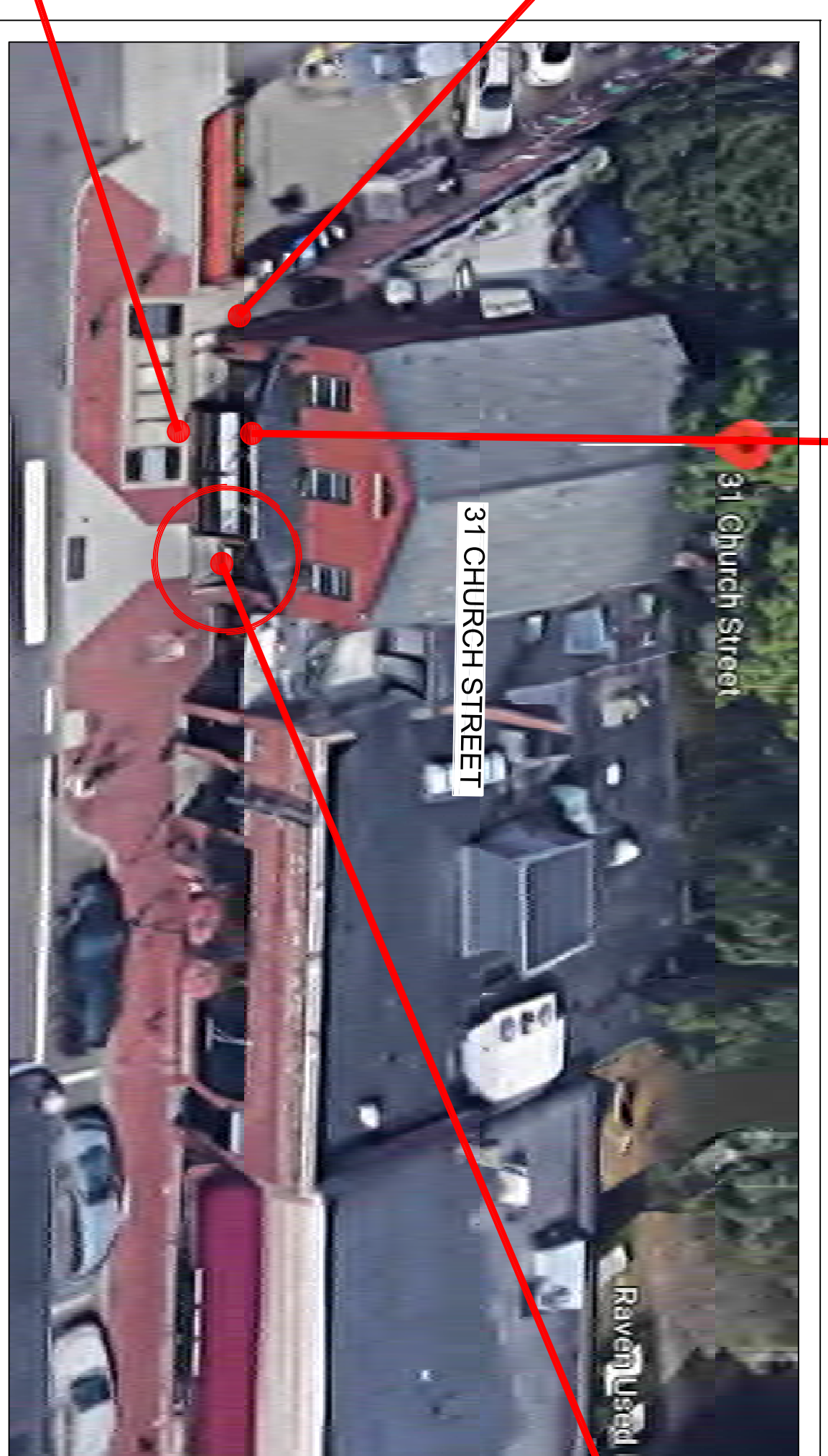


EXISTING AWNING  
W/ SIGN BAND



LOADING ACCESS  
AFTER HOURS ON  
CHURCH ST.

- NOTES:
1. CONDITIONS SHOWN ARE EXISTING.
  2. BIKE RACKS ARE EXISTING
  3. ACCESSIBLE PARKING AND METERED PARKING EXISTING ON CHURCH ST.
  4. PUBLIC PARKING LOT LEFT SIDE.
  5. AFTER HOURS DELIVERIES THROUGH PRIMARY ENTRY.
  6. SECONDARY ACCESSIBLE ENTRY AS INDICATED



AERIAL FRONT VIEW - EXISTING

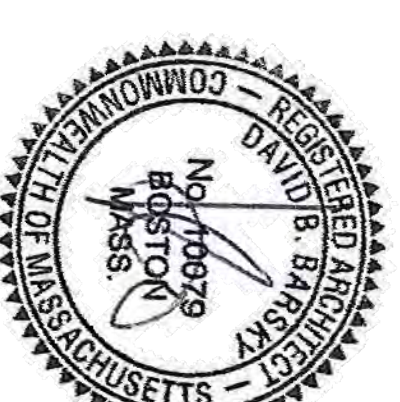
TRASH & RECYCLE PICK-UP  
(Trash/Recycling will be brought out in evening after closing and collected prior to opening next business day)

1 10-25-2019 ISSUED FOR INFORMATION

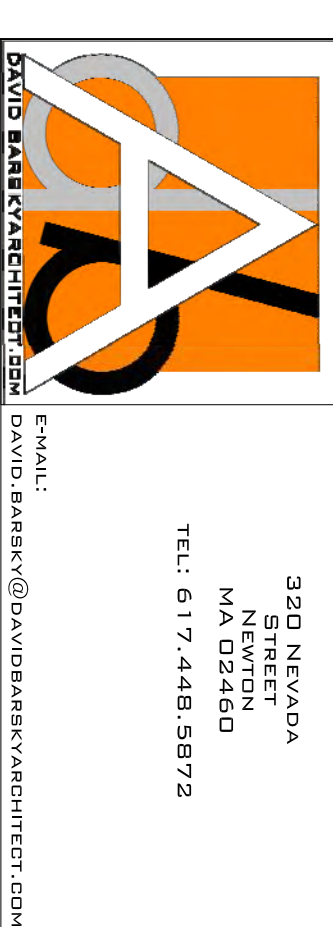
SUB. NO. SUBMITTAL DATE DESCRIPTION

REV. NO.

ARCHITECT'S SEAL:



320 NIVADA  
STREET  
MA 02460  
TEL: 617.448.5872

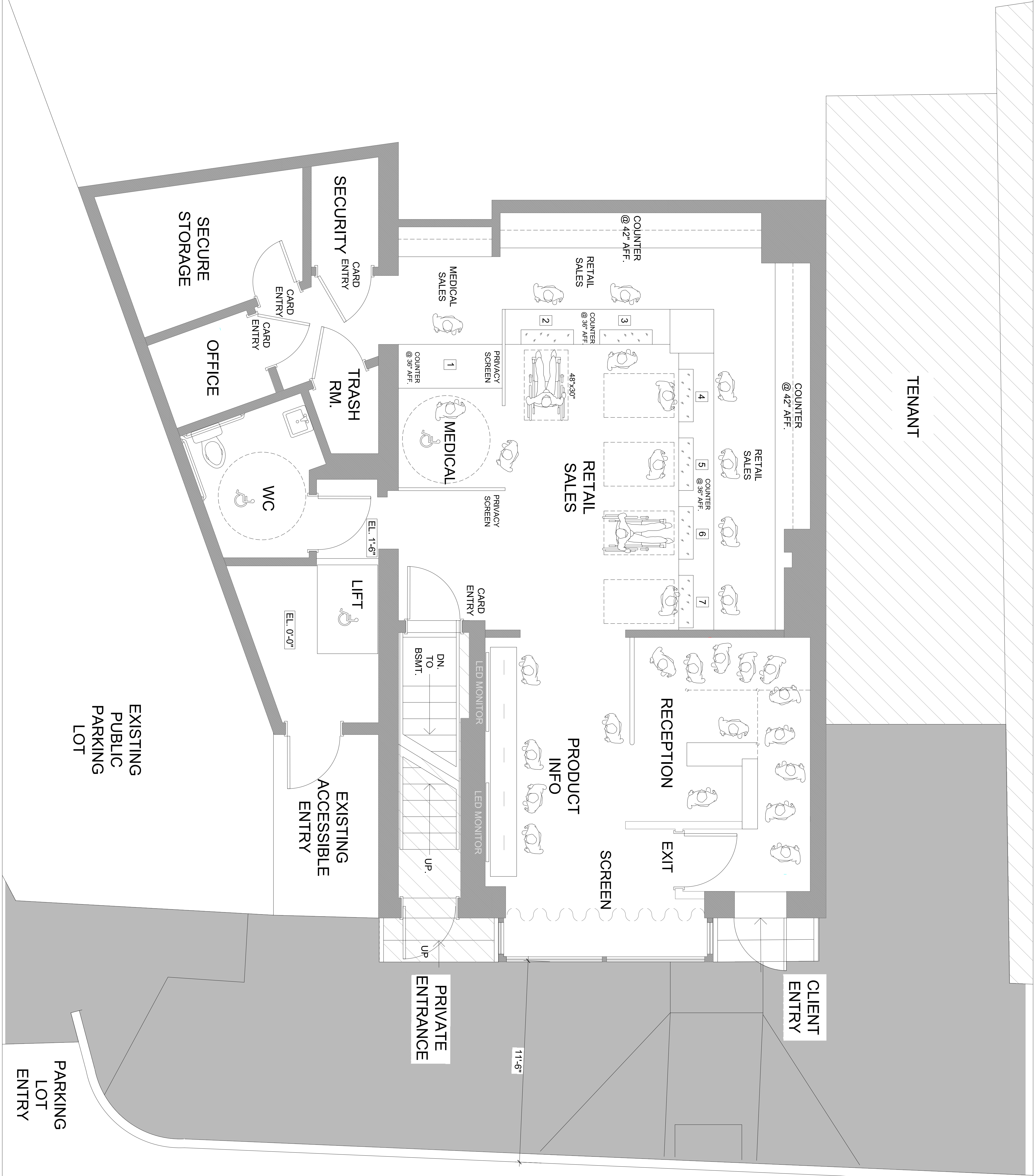


CHARLES RIVER  
REMEDIES LLC.

PROJECT LOCATION  
31 Church Street,  
Cambridge, MA 02138

DRAWING TITLE  
LOGISTICS

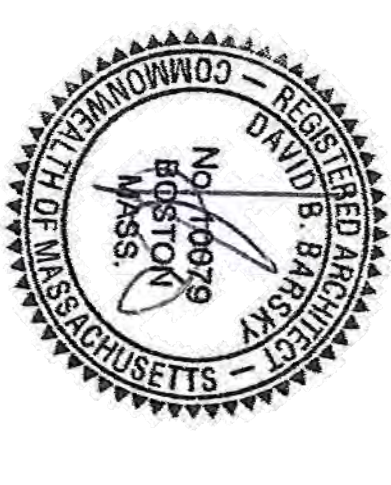
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PROJECT NO.	N/A	REVISION NO.	0
DRAWN BY	DB	DRAWING NO.	A0.04
VERIFIED BY			



C H U R C H S T R E E T

1	10-25-2019	ISSUED FOR INFORMATION	0
SUB. NO.	SUBMITTAL DATE	DESCRIPTION	REV. NO.

ARCHITECT'S SEAL:



**AR**

320 NUNATA  
NEWTON  
MA 02460  
TEL: 617.448.5872

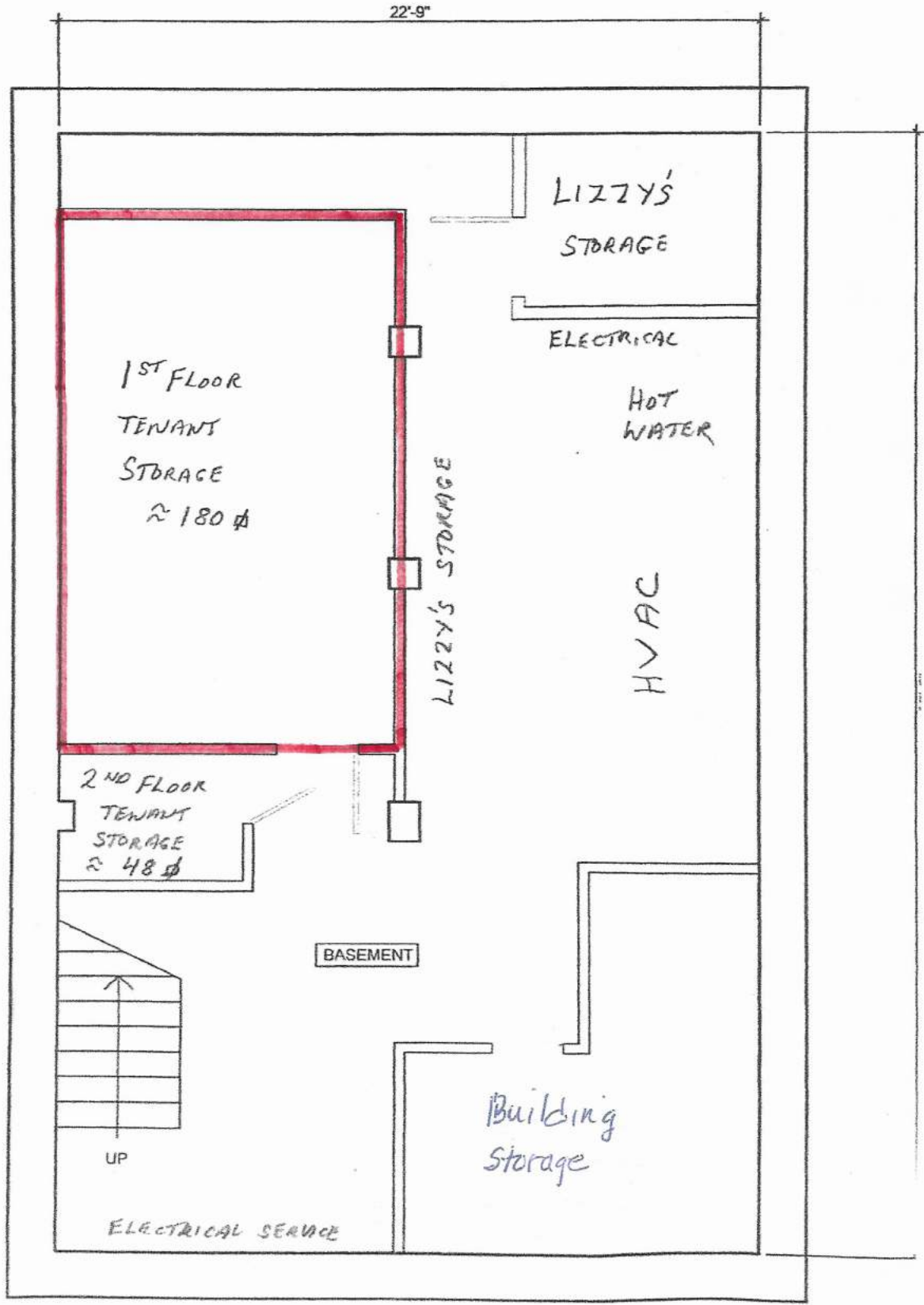
EMAIL: [david.barsky@daivogbarskyarchitect.com](mailto:david.barsky@daivogbarskyarchitect.com)

CLIENT INFORMATION  
**CHARLES RIVER  
REMEDIES LLC.**

PROJECT LOCATION  
31 Church Street,  
Cambridge, MA 02138

DRAWING TITLE  
**PROPOSED  
FLOOR PLAN**

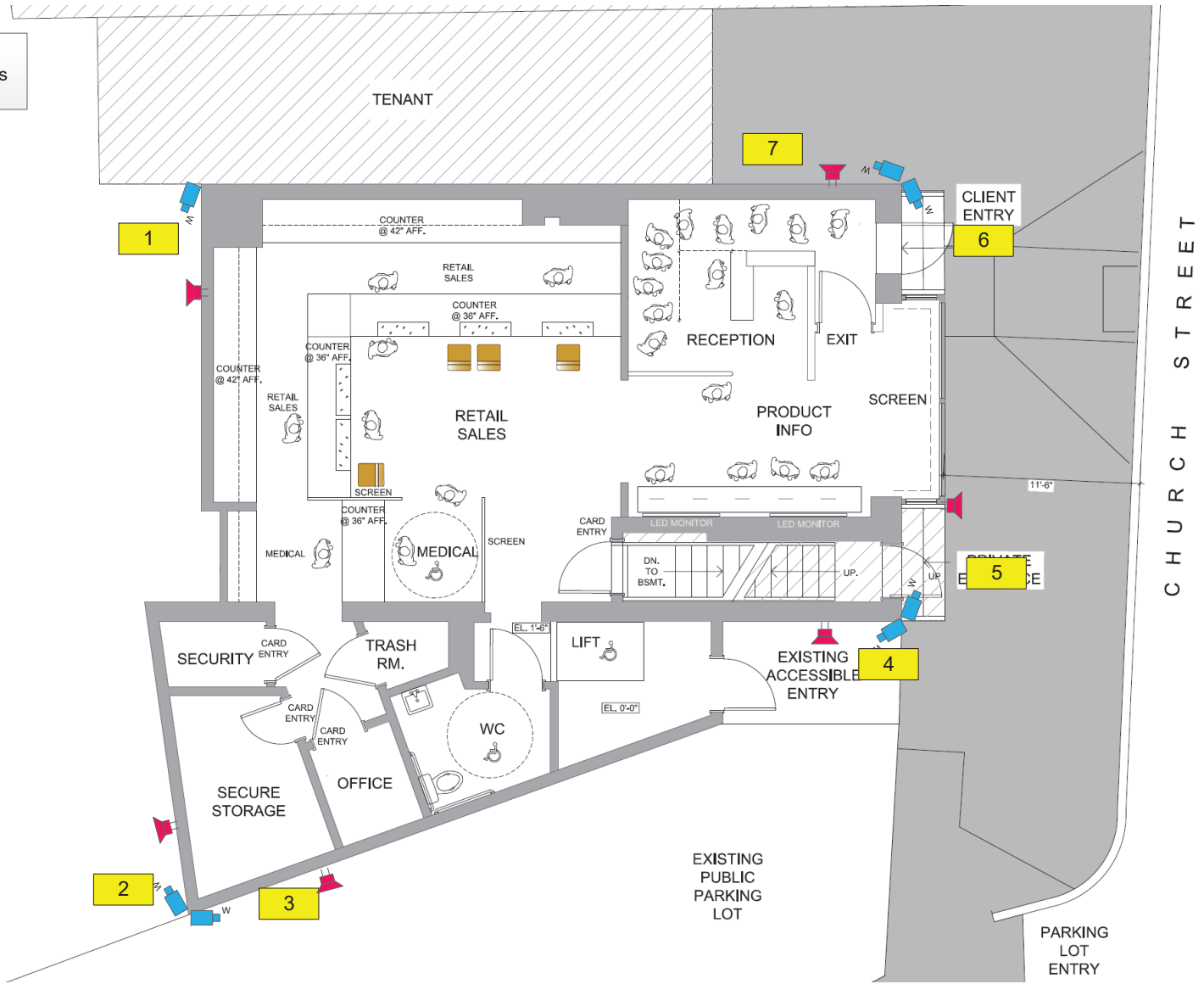
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PROJECT NO.	N/A	REVISION NO.	0
DRAWN BY	DB	DRAWING NO.	<b>A0.05</b>
VERIFIED BY			



BASEMENT PLAN

**Exterior cameras**  
 7 Fixed external cameras

**EXTERNAL CAMERAS**



Drawing for illustration purpose only. Equipment locations, specifications, etc. subject to change.	
<b>External Cameras</b>	<b>Rev. 1.0</b>
<b>Design Site Plan</b>	
Scale:	NTS
Drawn:	PR 10/23/2019
Client:	Charles River Remedies Dispensary
Address:	31 Church Street, Cambridge, MA 02138

Legend – External Cameras	
External fixed camera	Proposed pole location
External turret camera (roof and front entry mounted)	External speaker
Pan tilt zoom camera	Internal speaker
Thermal imaging camera	Audible Panic sounder
License plate viewing camera	Fixed audible panic button
Internal fixed camera with detection	Fixed silent hold up button
Internal fixed fisheye camera	Glass break sensor
	Vibration Sensor
	Arming keypad
	Recessed DPDT door contact
	Surface mounted DPDT door contact
	Overhead door contact
	Rack mounted Virtual Gateway Unit (VGU)
	Intermediate distribution frame
	Wireless bridge
	Security room PC with dual monitor
	Detection zone
	Viewing zone (no detection)

<b>Ryan Built Construction Security Plans</b>	
<b>781-333-9382</b>	
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<b>PG.</b>	<b>N-1.0</b>

- Internal cameras**
- 14 Fixed internal cameras
  - 7 Fisheye Cameras
  - 1 (360) Internal Camera

**INTERNAL CAMERAS**



Drawing for illustration purpose only. Equipment locations, specifications, etc. subject to change.

<b>Internal Cameras</b>		<b>Rev. 1.0</b>
<b>Design Site Plan</b>		
Scale:	<b>NTS</b>	
Drawn:	<b>PR</b>	<b>10/23/2019</b>
Client:	<b>Charles River Remedies Dispensary</b>	
Address:	<b>31 Church Street, Cambridge, MA 02138</b>	

**Legend – External Cameras**

- |   |                             |   |
|---|-----------------------------|---|
| External fixed camera                                 | Proposed pole location      | Recessed DPDT door contact              |
| External turret camera (roof and front entry mounted) | External speaker            | Surface mounted DPDT door contact       |
| 360 Internal Camera                                   | Internal speaker            | Overhead door contact                   |
| Thermal imaging camera                                | Audible Panic sounder       | Rack mounted Virtual Gateway Unit (VGU) |
| License plate viewing camera                          | Fixed audible panic button  | Intermediate distribution frame         |
| Internal fixed camera with detection                  | Fixed silent hold up button | Wireless bridge                         |
| Internal fixed fisheye camera                         | Glass break sensor          | Security room PC with dual monitor      |
|   | Vibration Sensor            | Detection zone                          |
|   | Arming keypad               | Viewing zone (no detection)             |

**Ryan Built Construction Security Plans**  
**781-333-9382**

This document is the property of Ryan Built Construction. Distribution, copying and/or disclosure of contents to third parties by any means, without prior written consent of Ryan Built Construction is strictly prohibited.



- Internal devices**
- 2 Recessed door contact
  - 5 surface mount door contact
  - 1 vibration sensors
  - 1 glass breaks
  - 2 audible panic button
  - 8 silent hold up buttons

**INTRUSION DEVICES**



Drawing for illustration purpose only. Equipment locations, specifications, etc. subject to change.	
<b>Intrusion Devices</b>	<b>Rev. 1.0</b>
<b>Design Site Plan</b>	
Scale:	<b>NTS</b>
Drawn:	<b>PR 10/23/2019</b>
Client:	<b>Charles River Remedies Dispensary</b>
Address:	<b>31 Church Street, Cambridge, MA 02138</b>

Legend – External Cameras	
External fixed camera	Proposed pole location
External turret camera (roof and front entry mounted)	External speaker
Pan tilt zoom camera	Internal speaker
Thermal imaging camera	Audible Panic sounder
License plate viewing camera	Fixed audible panic button
Internal fixed camera with detection	Fixed silent hold up button
Internal fixed fisheye camera	Glass break sensor
	Vibration Sensor
	Arming keypad
	Recessed DPDT door contact
	Surface mounted DPDT door contact
	Overhead door contact
	Rack mounted Virtual Gateway Unit (VGU)
	Intermediate distribution frame
	Wireless bridge
	Security room PC with dual monitor
	Detection zone
	Viewing zone (no detection)

<b>Ryan Built Construction Security Plans</b>	
<b>781-333-9382</b>	
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<b>PG.</b>	<b>N-3.0</b>

EXISTING FACILITY TRAFFIC COUNTS

---

Neta has primarily an entrance door and a separate exist door. The below "in" count represent pedestrian entering. The out number was neglected and we assume the entering and exiting on volumes were equal.

**Accurate Counts**  
978-604-2565

Fridoy

N/S Street : Entrance to NETA  
E/W Street : Boylston Street  
City/State : Brookline, MA  
Weather : Clear

File Name : 82740001  
Site Code : 82740001  
Start Date : 8/7/2019  
Page No : 1

Groups Printed- Peds

Start Time	From North		From South		Int. Total
		OUT		IN	
04:00 PM		13		82	95
04:15 PM		5		91	96
04:30 PM		9		73	82
04:45 PM		8		92	100
<b>Total</b>		<b>35</b>		<b>338</b>	<b>373</b>
05:00 PM		6		61	67
05:15 PM		2		72	74
05:30 PM		4		88	92
05:45 PM		7		92	99
<b>Total</b>		<b>19</b>		<b>313</b>	<b>332</b>
<b>Grand Total</b>		<b>54</b>		<b>651</b>	<b>705</b>
<b>Approch %</b>		<b>100</b>		<b>100</b>	
<b>Total %</b>		<b>7.7</b>		<b>92.3</b>	

Pop => 2

Register = 10 + 4 + 4 = 20 Register

Rate = 16.9

Rate per hour = 338 costumes hour

**Accurate Counts**  
078-984-2585

N/S Street : Entrance to NETA  
E/W Street : Boylston Street  
City/State : Brookline, MA  
Weather : Clear

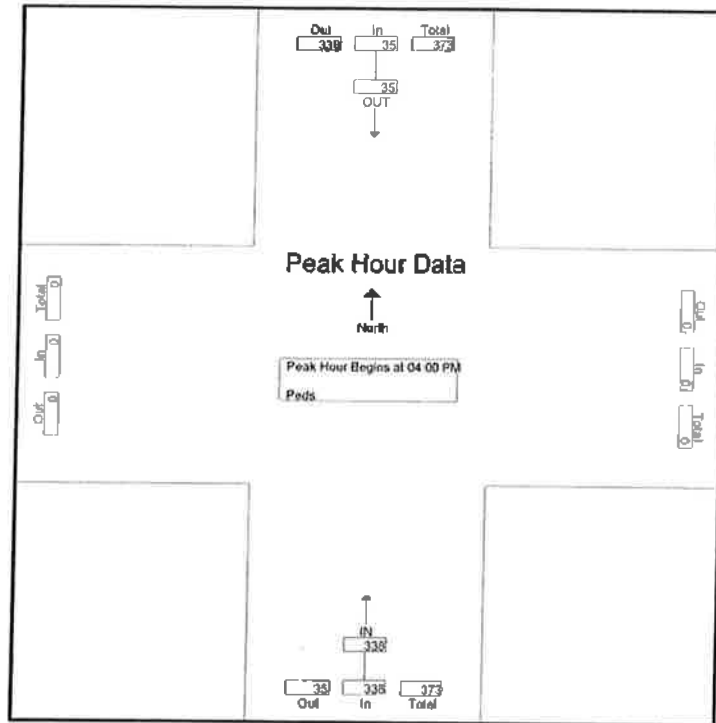
File Name : 82740001  
Site Code : 82740001  
Start Date : 6/7/2019  
Page No : 2

Start Time	From North		From East	From South		From West	Int Total
	OUT	App Total	App. Total	IN	App. Total	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1							
Peak Hour for Entire Intersection Begins at 04:00 PM							
04:00 PM	13	13	0	82	82	0	95
04:15 PM	5	5	0	91	91	0	96
04:30 PM	9	9	0	73	73	0	82
04:45 PM	8	8	0	92	92	0	100
Total Volume	35	35	0	338	338	0	373
% App. Total	100			100			
PHF	.673	.673	.000	.918	.918	.000	.933

**Accurate Counts**  
978-864-2565

N/S Street : Entrance to NETA  
E/W Street: Boylston Street  
City/State : Brookline, MA  
Weather : Clear

File Name : 82740001  
Site Code : 82740001  
Start Date : 6/7/2019  
Page No : 3



Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1

Peak Hour for Each Approach Begins at:

	04:00 PM		04:00 PM		04:00 PM		04:00 PM	
+0 mins.	13	13	0	0	82	82	0	0
+15 mins.	5	5	0	0	91	91	0	0
+30 mins.	9	9	0	0	73	73	0	0
+45 mins.	8	8	0	0	92	92	0	0
Total Volume	35	35	0	0	338	338	0	0

Neta has primarily an entrance door and a separate exist door. The below "in" count represent pedestrian entering. The out number was neglected and we assume the entering and exiting on volumes were equal.

SPT  
 File Name : 827400S1  
 Site Code : 82740001  
 Start Date : 6/8/2019  
 Page No : 1

**Accurate Counts**  
 978-664-2565

NIS Street : Entrance to NETA  
 EAM Street : Boylston Street  
 City/State : Brookline, MA  
 Weather : Clear

Start Time	Groups Printed: Peds			IN	Int. Total
	From North	OUT	From South		
11:00 AM	3			70	73
11:15 AM	1			55	56
11:30 AM	5			73	78
11:45 AM	2			51	53
<b>Total</b>	<b>11</b>			<b>249</b>	<b>260</b>
12:00 PM	3			66	69
12:15 PM	6			69	75
12:30 PM	0			63	63
12:45 PM	3			47	50
<b>Total</b>	<b>12</b>			<b>245</b>	<b>257</b>
01:00 PM	0			71	71
01:15 PM	1			58	59
01:30 PM	2			69	71
01:45 PM	1			56	57
<b>Total</b>	<b>4</b>			<b>254</b>	<b>256</b>
<b>Grand Total</b>	<b>27</b>			<b>748</b>	<b>775</b>
<b>Approch %</b>	<b>100</b>			<b>100</b>	
<b>Total %</b>	<b>3.5</b>			<b>96.5</b>	

01 00 00

**Accurate Counts**  
978-684-2565

N/S Street : Entrance to NETA  
E/W Street : Boylston Street  
City/State : Brookline, MA  
Weather : Clear

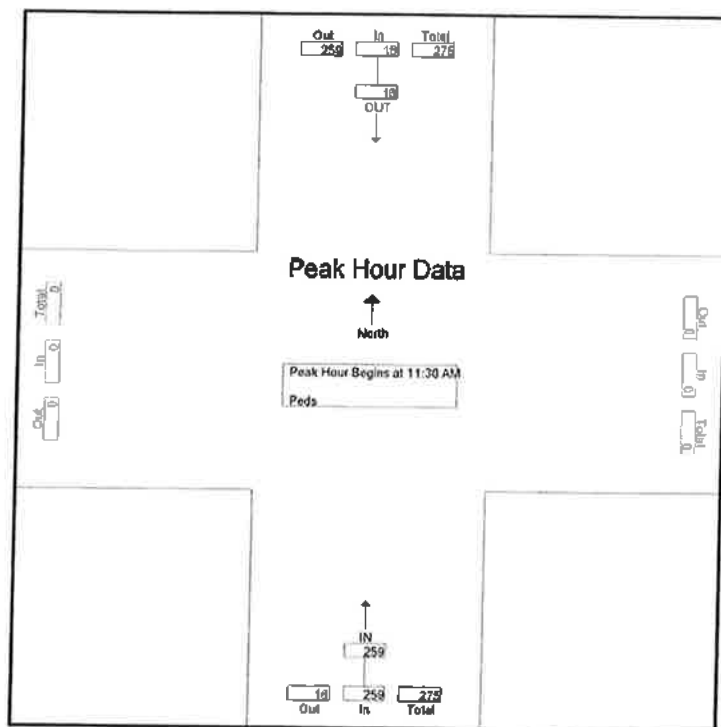
File Name : 827400S1  
Site Code : 82740001  
Start Date : 6/9/2019  
Page No : 2

Start Time	From North		From East	From South		From West		Int. Total
	OUT	App. Total	App. Total	IN	App. Total	App. Total		
Peak Hour Analysis From 11:00 AM to 12:45 PM - Peak 1 of 1								
Peak Hour for Entire Intersection Begins at 11:30 AM								
11:30 AM	5	5	0	73	73	0		78
11:45 AM	2	2	0	51	51	0		53
12:00 PM	3	3	0	66	66	0		69
12:15 PM	6	6	0	69	69	0		75
Total Volume	16	16	0	259	259	0		275
% App. Total	100			100				
PHF	0.057	0.057	0.000	0.087	0.087	0.000		0.081

**Accurate Counts**  
078-884-2585

W/S Street : Entrance to NETA  
E/W Street : Boylston Street  
City/State : Brockline, MA  
Weather : Clear

File Name : 82740081  
Site Code : 82740001  
Start Date : 6/8/2019  
Page No : 3



Peak Hour Analysis From 11:00 AM to 12:45 PM - Peak 1 of 1

Peak Hour for Each Approach Begins at:

	11:30 AM	11:00 AM	11:30 AM	11:00 AM
+0 mins.	5	5	73	73
+15 mins.	2	2	61	61
+30 mins.	3	3	66	66
+45 mins.	6	6	69	69
Total Volume	16	16	259	259



MODE SPLIT

---



**Registered Marijuana Dispensary Operations  
January 1<sup>st</sup>, 2018 – December 31<sup>st</sup>, 2018**

Report to the  
*City of Cambridge*



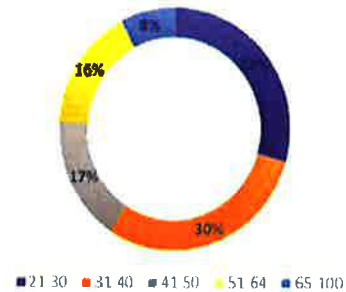
### PATIENT DEMOGRAPHIC DATA

Like the City of Cambridge, SIRANATURALS serves a diverse community of patients with a wide range of ages, schedules and conditions. A convenient location, extensive hours and trained Patient Advocates ensure Sira Naturals meets the needs of all its patients. Our Cambridge location is open from 11AM – 9PM every day.

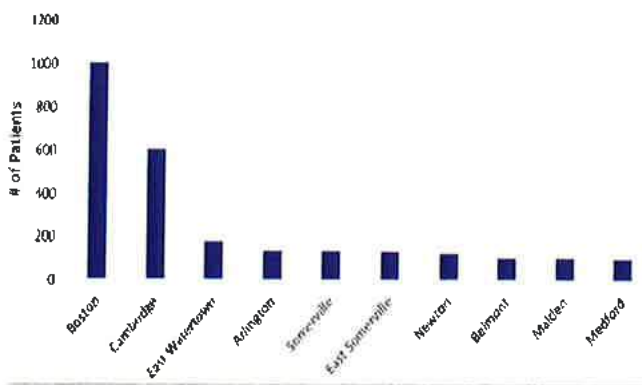
#### AGE RANGE

Average Age: 39 years old  
Median Age: 35 years old

Patient Age Range 2018



Top 10 Patient Cities or Towns



### WHERE OUR PATIENTS ARE FROM

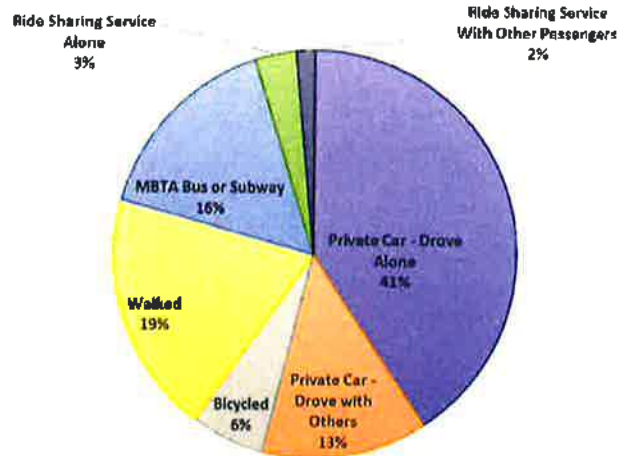
We are proud to have served patients from 297 different towns and cities in Massachusetts since opening in March! The majority of our patients are coming from the city of Cambridge- which represents approximately 10% of our total patient population. The surrounding suburbs of Boston and Cambridge make up another 20% of our total patient population. This 30% segment is close to several public transportation stops and stations.

### HOW OUR PATIENTS REACH US

The patients who visit our Cambridge facility arrive there in a variety of ways. Half of all visitors come by car, which they or a close relation drives, or by way of an MBTA bus.

While 25% of patients arrive at Sira Naturals Cambridge dispensary under their own power on foot or by bike, the remaining 21% of patients visit by leveraging a Red Line train or a ride service such as Uber or Lyft.

Patient Transportation Preferences



Customers Made Share

## 2006 - 2008 Cambridge Journey to Work

The following information is for the City of Cambridge. Information about Cambridge Census Tracts from the 1990 and 2000 censuses is available here.

### Persons Working in Cambridge - Mode of Travel to Work (employees)

Mode	All Origins	Origins in Cambridge	Origins in Adjacent Communities <sup>1</sup>	Origins Elsewhere
Drive Alone	46.4%	16.3%	36.5%	66.4%
Transit	25.4%	15.3%	41.9%	18.5%
Rideshare	8.6%	3.5%	7.8%	11.5%
Bike	3.4%	7.6%	4.5%	0.7%
Walk	12.4%	42.5%	8.7%	1.6%
Other	1.0%	0.8%	0.5%	1.3%
Work at Home	2.9%	6.2%	0.0%	0.0%

### Persons Living in Cambridge - Mode of Travel to Work

Mode	All Destinations	Destinations in Cambridge	Destinations in Adjacent Communities <sup>1</sup>	Destinations Elsewhere
Drive Alone	30.5%	16.3%	29.1%	70.7%
Transit	29.5%	15.3%	55.2%	10.8%
Rideshare	4.7%	3.5%	5.6%	4.6%
Bike	5.8%	7.6%	5.0%	2.6%
Walk	22.5%	42.5%	5.0%	7.6%
Other	0.8%	0.8%	0.3%	0.4%
Work at Home	6.2%	6.2%	0.0%	0.0%

#### Footnote:

1. Adjacent communities include Arlington, Belmont, Boston, Brookline, Somerville, and Watertown.

Source: U. S. Census Bureau and Federal Highway Administration, Census Transportation Planning Package 2006 - 2008, American Community Survey 2006 - 2008, <http://ctpp.transportation.org/Pages/3yrdas.aspx>.

#### For More Information

For more information on Central Transportation Planning Products, which is the source for Journey to Work data, see the CTPP Data products page on the AASHTO web site.

For more information about socioeconomic and demographic statistics about Cambridge, please contact Cliff Cook, [ccook@cambridgema.gov](mailto:ccook@cambridgema.gov), Planning Information Manager, at 617/349-4656.

## TRIP GENERATION CALCULATIONS

---

Job 8276  
 Location 31 Church Street  
 Calculated by:

## Calculation

### Trip Generation

**Neta Brookline**

weekday evening Vehicle trips

In	338
Out	338
Total	676

Saturday Midday

In	259
Out	259
Total	518

Neta Register 20

Neta Costumes per register 16.9  
 12.95

PM ( 338/20) = rate

SAT (259/20) = rate

*\*Enter trips at entrance assume same number of trips for costumers existing*

**Proposed 31 Church Street Facility**

Proposed Register 7

weekday evening Vehicle trips

In	118
Out	118
Total	236

(Rate\*Register rate PM=trips)

Saturday Midday

In	91
Out	91
Total	182

(Rate\*Register rate SAT = trips)

Job 8276  
 Location 31 Church Street  
 Calculated by:

**Cannabis Retail Store Summary Form Calculations**

**Item 15 - Number of customers per day.**

**ITE Weekday Daily Rate** 252.7 per SF

**ITE Peak Hour Evening Rate** 29.93 per SF

**Propose Facility** 1,411 sf  
 weekday evening Vehicle trips

In	63
Out	61
<b>Total</b>	<b>124 * See trip Generation table</b>

$$\frac{\text{Proposed Facility Trips } 124 = \text{ITE peak hour rate}}{(X) = \text{ITE daily rate}}$$

$$x = 1047$$

1050 Daily trips was assumed

**Item 16 - Maximum number of customers expected at any one time.**

Costumes entering 118 costumers per hour  
 Costumes entering 59 costumers per 30 minutess  
 \* Maximun time inside the store

(SOV) 41% single	59*0.41=	24.19 cost
(HOV) 13% sharing	59/2*0.13=	3.835 trips
*2 = sharing vehicle		<u>28.025</u>







Application #: MRN282779

## About the Marijuana Establishment

Please provide information on the Marijuana Establishment below. All fields marked with an \* are required.

Business Legal Name *	CHARLES RIVER REMEDIES LLC	Federal Tax Identification Number EIN/TIN *	84-2072183
Phone Number *	617-492-0220	Email Address *	charlesriverremedies@gmail.com
Business Address 1 *	31 CHURCH STREET	Business Address 2	
Business City *	CAMBRIDGE	Business State *	MA
		Business Zip Code *	02139
Mailing Address 1 *	907 MASSACHUSETTS AVENUE	Mailing Address 2	
Mailing City *	CAMBRIDGE	Mailing State *	MA
		Mailing Zip Code *	02139

## Certified Disadvantaged Business Enterprises (DBEs)

Certified Disadvantaged Business Enterprises (DBEs) \*  
Select all that apply.

- Disability-Owned Business
- Lesbian, Gay, Bisexual, and Transgender Owned Business
- Minority-Owned Business
- Veteran-Owned Business
- Woman-Owned Business
- Not a DBE



Application #: MRN282779

## Priority Applicant

Some entities qualified for priority certification. Please indicate if this status applies to your Marijuana Establishment. All fields marked with an \* are required.

Priority Applicant \*  
Has the Marijuana Establishment been certified as an Economic Empowerment Priority Applicant or an RMD Priority Applicant?

Yes  No

Priority Applicant Type \*  
If you have been approved as a priority applicant, select the certification type. If you are not a priority applicant, select "Not a Priority Applicant".

Economic Empowerment Priority ▼

Economic Empowerment Applicant Certification Number  
EEA202142

RMD Priority Certification Number  
If you selected "RMD Priority" above enter you certification number here.



Application #: MRN282779

### RMD Information

If you are a Registered Marijuana Dispensary (RMD) with a final or provisional certificate of registration in good standing with the Department of Public Health (DPH) may apply as an RMD Priority Applicant. By submitting this information, you consent to your information being exchanged between DPH and the Commission. Please provide proof of your RMD's registration status below.

If you are not a Registered Marijuana Dispensary, you may click on "Save & Go To Next Page"

Name of RMD

Department of Public Health RMD Registration Number

Operational and Registration Status

The current state of your registration with the Department of Public Health (DPH)

- Obtained Final Certificate of Registration and is open for business in Massachusetts
- Obtained Final Certificate of Registration, but is not open for business in Massachusetts
- Obtained Provisional Certificate of Registration only
- Applied for Certificate of Registration, decision by DPH is pending
- Denied by DPH for Certificate of Registration as an RMD in Massachusetts

Certificate of Registration

Upload a scanned copy of your current Certificate of Registration (Provisional or Final) from the Department of Public Health



Drag document(s) or click here

To your knowledge, is the existing RMD certificate of registration in good standing?

- Yes  No

If no, describe the circumstances below



Application #: MRN282779

## Persons with Direct or Indirect Authority

Provide demographic information for all executives, managers, or other persons having direct or indirect authority over the management, policies, security operations or cultivation operations of the Marijuana Establishment. You will need to provide additional information on individuals identified here in the Background Check packet.

To add another person click the "Add a Person" button at the bottom of the page.

All fields marked with an \* are required.

### Person with Direct or Indirect Authority 1



Percentage Of Ownership *	Percentage Of Control *			
<input type="text" value="51"/>	<input type="text" value="51"/>			
Role *	Other Role			
<input type="text" value="Owner / Partner"/>	<input type="text" value="Manager of the LLC"/>			
First Name *	Middle Name	Last Name *	Suffix	Former Last Name
<input type="text" value="LEAH"/>	<input type="text"/>	<input type="text" value="SAMURA"/>	<input type="text"/>	<input type="text" value="(e.g. maiden name)"/>
Alias - 1	Alias - 2	Alias - 3		
<input type="text"/>	<input type="text"/>	<input type="text"/>		
Phone *	Email *			
<input type="text" value="617-431-0021"/>	<input type="text" value="lysamura@gmail.com"/>			
Primary Address 1 *	Primary Address 2			

111 Wellington Hill Street

City \*

Mattapan

State \*

MA

Zip Code \*

02126

Gender \*

Female

User Defined Gender

What is this person's race or ethnicity? \*

Mark all boxes that apply

- White (German, Irish, English, Italian, Polish, French)
- Hispanic, Latino, or Spanish (Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian)
- Black or African American (of African Descent, African American, Nigerian, Jamaican, Ethiopian, Haitian, Somali)
- Asian (Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese)
- American Indian or Alaska Native
- Middle Eastern or North African (Lebanese, Iranian, Egyptian, Syrian, Moroccan, Algerian)
- Native Hawaiian or Other Pacific Islander (Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marshallese)
- Some Other Race or Ethnicity
- Decline to Answer

Specify Race or Ethnicity

Enter the specific race(s) or ethnicity(ies) the person identifies as here.

## Person with Direct or Indirect Authority 2



Percentage Of Ownership \*

24.5

Percentage Of Control \*

24.5

Role \*

Owner / Partner

Other Role

Manager of the LLC/attorney

First Name \*

Sean

Middle Name

Last Name \*

Hope

Suffix

Former Last Name

(e.g. maiden name)

Alias - 1

Alias - 2

Alias - 3

Phone \*

Email \*

Phone  
617-492-0220

Email  
sdhope77@gmail.com

Primary Address 1 \*

907 Massachusetts Ave Suite 300

Primary Address 2

City \*

Cambridge

State \*

MA ▼

Zip Code \*

02139

Gender \*

Male ▼

User Defined Gender

What is this person's race or ethnicity? \*

*Mark all boxes that apply*

- White (German, Irish, English, Italian, Polish, French)
- Hispanic, Latino, or Spanish (Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian)
- Black or African American (of African Descent, African American, Nigerian, Jamaican, Ethiopian, Haitian, Somali)
- Asian (Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese)
- American Indian or Alaska Native
- Middle Eastern or North African (Lebanese, Iranian, Egyptian, Syrian, Moroccan, Algerian)
- Native Hawaiian or Other Pacific Islander (Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marshallese)
- Some Other Race or Ethnicity
- Decline to Answer

Specify Race or Ethnicity

Enter the specific race(s) or ethnicity(ies) the person identifies as here.

### Person with Direct or Indirect Authority 3



Percentage Of Ownership \*

24.5

Percentage Of Control \*

24.5

Role \*

Owner / Partner ▼

Other Role

Member of the LLC

First Name \*

Buddha

Middle Name

B

Last Name \*

Lama

Suffix

Former Last Name

(e.g. maiden name)

Alias - 1

Alias - 2

Alias - 3

Phone \*

1-857-334-8090

Email \*

buddhalama44@yahoo.com

Primary Address 1 \*

24 Indiana Avenue

Primary Address 2

City \*

Somerville

State \*

MA

Zip Code \*

02145

Gender \*

Male

User Defined Gender

What is this person's race or ethnicity? \*

Mark all boxes that apply

- White (German, Irish, English, Italian, Polish, French)
- Hispanic, Latino, or Spanish (Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian)
- Black or African American (of African Descent, African American, Nigerian, Jamaican, Ethiopian, Haitian, Somali)
- Asian (Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese)
- American Indian or Alaska Native
- Middle Eastern or North African (Lebanese, Iranian, Egyptian, Syrian, Moroccan, Algerian)
- Native Hawaiian or Other Pacific Islander (Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marshallese)
- Some Other Race or Ethnicity
- Decline to Answer

Specify Race or Ethnicity

Enter the specific race(s) or ethnicity(ies) the person identifies as here.

### Person with Direct or Indirect Authority 4



Percentage Of Ownership \*

Percentage Of Control \*

Date \*

Other Role

If Other was selected for role



Application #: MRN282779

## Close Associates and Members

Provide information about all Close Associates and Members of the applicant.

*Close Associate* means a person who holds a relevant managerial, operational or financial interest in the business of an applicant or licensee and, by virtue of that interest or power, is able to exercise a significant influence over the management, operations or finances of a Marijuana Establishment licensed under 935 CMR 500.000.

If there are no individuals meeting the above criteria, click the "Save & Go To Next Page" button at the bottom of the page.

To add individuals as close associates or members, click the "Add an Individual" at the bottom of the page.

All fields marked with an \* are required.

### Close Associates or Member 1

First Name *	Middle Name	Last Name *	Suffix	Former Last Name
<input type="text" value="Leah"/>	<input type="text"/>	<input type="text" value="Samura"/>	<input type="text"/>	<input type="text"/>
Alias 1	Alias 2	Alias 3		
<input type="text"/>	<input type="text"/>	<input type="text"/>		
Phone *	Email *			
<input type="text" value="617-431-0021"/>	<input type="text" value="lysamura@gmail.com"/>			
Primary Address 1 *	Primary Address 2			
<input type="text" value="111 Wellington Hill Street"/>	<input type="text"/>			
City *	State *	Zip Code *		
<input type="text" value="Mattapan"/>	<input type="text"/>	<input type="text" value="02126"/>		



MA

Describe the nature of the relationship this person has with the Marijuana Establishment \*

Manager of Charles River Remedies LLC.

### Close Associates or Member 2



First Name \*

Sean

Middle Name

Last Name \*

Hope

Suffix

Former Last Name

Alias 1

Alias 2

Alias 3

Phone \*

617-492-0220

Email \*

sdhope77@gmail.com

Primary Address 1 \*

907 Massachusetts Avenue Suite 300

Primary Address 2

City \*

Cambridge

State \*

MA

Zip Code \*

02139

Describe the nature of the relationship this person has with the Marijuana Establishment \*

Manager of Charles River Remedies LLC.

### Close Associates or Member 3



First Name *	Middle Name	Last Name *	Suffix	Former Last Name
Buddha	B	Lama		

Alias 1	Alias 2	Alias 3

Phone *	Email *
1-857-334-8090	buddhalama44@yahoo.com

Primary Address 1 *	Primary Address 2
24 Indiana Avenue	Unit 2

City *	State *	Zip Code *
Cambridge	MA	02145

Describe the nature of the relationship this person has with the Marijuana Establishment \*

member of the LLC

Add an Individual

<< Go To Previous Page

Save & Stay On This Page

Save & Go To Next Page >>

Exit



Application #: MRN282779

### Entities with Direct or Indirect Authority

Provide information for all entities having direct or indirect authority over the management, policies, security operations or cultivation operations of the Marijuana Establishment. You will need to provide additional information on individuals identified here in the Background Check packet.

To add another entity click the "Add an Entity" button at the bottom of the page.

All fields marked with an \* are required.

Add an Entity

<< Go To Previous Page

Save & Stay On This Page

Save & Go To Next Page >>

Exit