



Town of Arlington Select Board

Meeting Agenda

October 5, 2020

7:15 PM

Conducted by Remote Participation

1. Executive Order on Remote Participation

CONSENT AGENDA

2. Minutes of Meetings: September 14, 2020
3. Appointment of New Election Workers: (1) Caitlin Santacroce, 39 Sunnyside Avenue, D, Pct. 5; (2) Aimee Taberner, 41 Wellington Street, D, Pct. 10; (3) Madeline Upson, 46 Teel Street #2, U, Pct. 1; (4) Sarah White, 32 Pondview Road #1, D, Pct. 2

APPOINTMENTS

4. Conservation Commission
Douglas Kilgour, Associate Member (term to expire 6/30/2022)
Mike Gildesgame (term to expire 6/30/2023)
5. Cyrus E. Dallin Museum Board of Trustees
Molly Harper (term to expire 12/31/2023)

LICENSES & PERMITS

6. For Approval: Common Victualler License
Alfredo Italian Kitchen, 242 Massachusetts Avenue, Emadeldine Derebala

OPEN FORUM

Except in unusual circumstances, any matter presented for consideration of the Board shall neither be acted upon, nor a decision made the night of the presentation in accordance with the policy under which the Open Forum was established. It should be noted that there is a three minute time limit to present a concern or request.

TRAFFIC RULES & ORDERS / OTHER BUSINESS

7. For Approval: Amendments to the Temporary Outdoor Dining License Regulations
Ali Carter, Economic Development Coordinator
8. Discussion: Plan to Implement & Outreach for Mary Street Shared Streets Pilot
Adam W. Chapdelaine, Town Manager

9. Discussion: Racial Equity Work in the Coming Year
Adam W. Chapdelaine, Town Manager
10. Discussion & Approval: Town Manager Evaluation Process
Adam W. Chapdelaine, Town Manager
11. Discussion & Vote: Select Board Policy Changes
John V. Hurd, Chair
Joseph A. Curro, Jr., Vice Chair
12. Presentations: Marijuana Establishment Host Community Agreement License Applicants
 - a) Calyx Peak of MA, Inc., 2 Hampshire Street, Suite 100-B, Foxborough, MA
Edward Schmults
 - b) The Human Connection LLC, 29 Florence Avenue, Arlington, MA
Jared Glamz-Berger

CORRESPONDENCE RECEIVED

13. Letter Regarding Black Lives Matter Banner
Sam O'Keefe
Rebecca Gruber
Robert Santosuosso
Anne-Marie Bono
Beth Loomis

EXECUTIVE SESSION

Next Scheduled Meeting of Select Board October 19, 2020

You are invited to a Zoom webinar.

When: Oct 5, 2020 07:15 PM Eastern Time (US and Canada)

Topic: Select Board Meeting

Register in advance for this webinar:

https://town-arlington-ma-us.zoom.us/webinar/register/WN_juAEbOmCTr-C-Lx0oxSQ8w

After registering, you will receive a confirmation email containing information about joining the webinar.

Notice to the Public on meeting privacy In the interests of preventing abuse of videoconferencing technology (i.e. Zoom Bombing) all participants, including members of the public, wishing to engage via the Zoom App must register for *each meeting* and will notice multi-step authentication protocols. Please allow additional time to join the meeting. Further, members of the public who wish to participate without providing their name may still do so by telephone dial-in information provided above.

Members of the public are asked to send written comment to amaher@town.arlington.ma.us by October 5, 2020 at 3:00 p.m.

Documents regarding agenda items will be made available via Novus Agenda and the Town's Website.

<https://www.mass.gov/doc/open-meeting-law-order-march-12-2020/download>

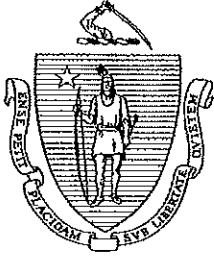


Town of Arlington, Massachusetts

Executive Order on Remote Participation

ATTACHMENTS:

Type	File Name	Description
▣ Reference Material	Executive_Order_on_Remote_Participation.pdf	Executive Order on Remote Participation



OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
STATE HOUSE • BOSTON, MA 02133
(617) 725-4000

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

**ORDER SUSPENDING CERTAIN PROVISIONS
OF THE OPEN MEETING LAW, G. L. c. 30A, § 20**

WHEREAS, on March 10, 2020, I, Charles D. Baker, Governor of the Commonwealth of Massachusetts, acting pursuant to the powers provided by Chapter 639 of the Acts of 1950 and Section 2A of Chapter 17 of the General Laws, declared that there now exists in the Commonwealth of Massachusetts a state of emergency due to the outbreak of the 2019 novel Coronavirus (“COVID-19”); and

WHEREAS, many important functions of State and Local Government are executed by “public bodies,” as that term is defined in G. L. c. 30A, § 18, in meetings that are open to the public, consistent with the requirements of law and sound public policy and in order to ensure active public engagement with, contribution to, and oversight of the functions of government; and

WHEREAS, both the Federal Centers for Disease Control and Prevention (“CDC”) and the Massachusetts Department of Public Health (“DPH”) have advised residents to take extra measures to put distance between themselves and other people to further reduce the risk of being exposed to COVID-19. Additionally, the CDC and DPH have advised high-risk individuals, including people over the age of 60, anyone with underlying health conditions or a weakened immune system, and pregnant women, to avoid large gatherings.

WHEREAS, sections 7, 8, and 8A of Chapter 639 of the Acts of 1950 authorize the Governor, during the effective period of a declared emergency, to exercise authority over public assemblages as necessary to protect the health and safety of persons; and

WHEREAS, low-cost telephone, social media, and other internet-based technologies are currently available that will permit the convening of a public body through virtual means and allow real-time public access to the activities of the public body; and

WHEREAS section 20 of chapter 30A and implementing regulations issued by the Attorney General currently authorize remote participation by members of a public body, subject to certain limitations;

NOW THEREFORE, I hereby order the following:

(1) A public body, as defined in section 18 of chapter 30A of the General Laws, is hereby relieved from the requirement of section 20 of chapter 30A that it conduct its meetings in a public place that is open and physically accessible to the public, provided that the public body makes provision to ensure public access to the deliberations of the public body for interested members of the public through adequate, alternative means.

Adequate, alternative means of public access shall mean measures that provide transparency and permit timely and effective public access to the deliberations of the public body. Such means may include, without limitation, providing public access through telephone, internet, or satellite enabled audio or video conferencing or any other technology that enables the public to clearly follow the proceedings of the public body while those activities are occurring. Where allowance for active, real-time participation by members of the public is a specific requirement of a general or special law or regulation, or a local ordinance or by-law, pursuant to which the proceeding is conducted, any alternative means of public access must provide for such participation.

A municipal public body that for reasons of economic hardship and despite best efforts is unable to provide alternative means of public access that will enable the public to follow the proceedings of the municipal public body as those activities are occurring in real time may instead post on its municipal website a full and complete transcript, recording, or other comprehensive record of the proceedings as soon as practicable upon conclusion of the proceedings. This paragraph shall not apply to proceedings that are conducted pursuant to a general or special law or regulation, or a local ordinance or by-law, that requires allowance for active participation by members of the public.

A public body must offer its selected alternative means of access to its proceedings without subscription, toll, or similar charge to the public.

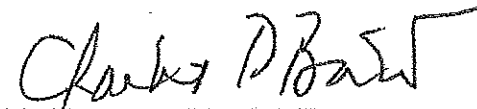
(2) Public bodies are hereby authorized to allow remote participation by all members in any meeting of the public body. The requirement that a quorum of the body and the chair be physically present at a specified meeting location, as provided in G. L. c. 30A, § 20(d) and in 940 CMR 29.10(4)(b), is hereby suspended.

(3) A public body that elects to conduct its proceedings under the relief provided in sections (1) or (2) above shall ensure that any party entitled or required to appear before it shall be able to do so through remote means, as if the party were a member of the public body and participating remotely as provided in section (2).

(4) All other provisions of sections 18 to 25 of chapter 30A and the Attorney General's implementing regulations shall otherwise remain unchanged and fully applicable to the activities of public bodies.

This Order is effective immediately and shall remain in effect until rescinded or until the State of Emergency is terminated, whichever happens first.

Given in Boston at 6:40 PM this 12th day of
March, two thousand and twenty.

A handwritten signature in cursive script, reading "Charles D. Baker". The signature is written in dark ink and is positioned above a horizontal line.

CHARLES D. BAKER
GOVERNOR
Commonwealth of Massachusetts



Town of Arlington, Massachusetts

Minutes of Meetings: September 14, 2020

ATTACHMENTS:

	Type	File Name	Description
▣	Reference Material	9.14.2020_draft_minutes.pdf	Draft 9.14.2020 Minutes



Select Board Meeting Minutes

Date: September 14, 2020

Time: 7:15 PM

Location: Conducted by Remote Participation

Present: Mr. Hurd, Chair, Mr. Curro, Vice Chair, Mrs. Mahon, Mr. DeCoursey, Mr. Diggins

Also Present: Mr. Chapdelaine, Mr. Heim, Ms. Maher

1. Executive Order on Remote Participation

Mr. Hurd opened the meeting by explaining that due to the current State of Emergency, to lower the risk of the spread of COVID-19, the Town has been advised and directed by the Commonwealth to suspend public gatherings, and as such the Governor's orders suspends the requirement of the Open Meeting Law to have all meetings in a public and accessible location. Public bodies may meet entirely remotely as long as the public can access the meeting. The meeting reference materials and how to access the remote meeting are posted on the Town's website. The Chair asked participants that would like to speak, to use their full name rather than a nickname.

Mr. Hurd wanted to go over some business ground rules for effective and clear conduct of the meeting and to ensure accurate meeting minutes:

The Chair will introduce each speaker on the agenda, after they conclude their remarks; Mr. Hurd will ask each member of the Board for their remarks or a motion. Please wait until your name is called. Please remember to mute your phone or computer when you are not speaking and to speak clearly. For any response, please wait until the Chair yields to you and state your name before speaking. Anyone wishing to speak to someone must do so through the Chair.

2. End of Year Budget Report

Sandy Pooler, Deputy Town Manager

Mr. Pooler presented the full report on the Town's finances. Mr. Pooler stated that they believe the general fund did well in FY2020, the revenue collection was on or above budget and our spending was within budget. Mr. Pooler stated that there was nothing in the general fund that was a significant departure from our budget guidelines on the enterprise funds there were some deficits, fortunately there were sufficient finds in those enterprise funds to be able to make up for those deficits. Mr. Pooler would like to note that at this time we are in a period of a lot of uncertainty around our finances. We know that there are some revenue sources that will be hurt, some of our local receipts in particular. Mr. Pooler stated that his estimate at this point that during FY21 we should

be able to get through the year if the legislature comes through with local aid as they have initially voted. Mr. Pooler stated that he is more concerned about FY22 and the impact on both the state budget and therefore on our budget we will see from ongoing slowdowns and economic activity but there is a lot of unknown at this point. The Public Works Department expended 95% of its budget which meant that there was a lot of unspent money in public works and it returned close to \$620,000 back into the general fund by the end of the year, including around \$210,000 from the snow and ice budget. Mr. Pooler explained that there were minor variations in department budgets that are noted in the memo. Probably the most important thing to note is that we had to transfer out about 19% of the reserve fund, those were mostly for transfers relating to retirements where there were significant buyouts. Mr. Pooler explained that the revenue side in general our collection rate was good. The fees were a little bit short partly because we transferred some of the fees that used to be collected under the fee category into fines and forfeitures which fell a little short as well as Fines and Forfeitures due to moving violations. Hotel Tax and Meal Tax were very strong in FY20 were we surpassed our revenue estimates, but we will not see that continue to happen in FY21. Investments were the clear big winner, the interest rate that we get on our investments. Medicaid were reimbursements from the School Department for services that are provided by school personnel to our school population where they more than doubled their estimate. Mr. Pooler stated that our tax collection rate is at 99% at the end of the year which is fairly typical in any one year as you don't always collect all your taxes in that year

Mr. Pooler explained the enterprise funds which consist of the Water and Sewer Fund, AYCC Fund, COA Transportation Fund, Ed Burns Rink Fund, and the Recreation Fund. Water and Sewer, Youth and COA revenues and expenditures are showing similar patterns to the previous three fiscal years. Rink and Recreation have experienced significant revenue shortfalls due to COVID. These funds also reported reduced spending as a result of reduced activity during the pandemic. Mr. Pooler stated that they will continue to monitor the revenue collection closely and will adjust the expenditures accordingly. Mr. Pooler explained that most of the Town Departments were on budget and the warrant articles are small and have little financial impact.

The Board thanked Mr. Pooler and Ms. Cody for their comprehensive report.

Mr. DeCoursey had a question on the Recreation Enterprise Fund as it seems that out of all the enterprise funds that looks like it is going to be a struggle for FY21 and would like to know what the fund balance is on that. Ms. Cody stated that the balance is around \$375,000 and the retained earning hasn't been certified yet so at this point they only have estimates. Mr. DeCoursey questioned what the end of the year numbers were for the School Department in terms of where they were relative to their budgeted figures. Ms. Cody stated that they are turning back around \$600,000 in the general fund from this current fiscal year.

Mrs. Mahon thanked Mr. Pooler and Ms. Cody for their work on the report. Mrs. Mahon suggested that maybe in the future there could be a glossary at the beginning of the

report that would make it easier to find the departments. Mrs. Mahon questioned the intake that the Building Department took in and if they are still trending up. Mr. Pooler stated that the section “Licenses and Permits” in the memo are all licensing permits in the town but the vast bulk are inspectional services permits. We had an estimated budget of \$1.7 million and took in a little over \$2 million, which confirms that people are continuing to do work on their homes.

Mr. Diggins had some questions regarding the Hotel Tax. Mr. Pooler stated that they are running at a very good rate for the hotel taxes and had expanded its number of rooms and took in more than they anticipated. Mr. Diggins questioned if the Town anticipated the meals tax to go down in the upcoming Fiscal Year. Mr. Pooler confirmed that yes they anticipate the meals tax to go down because some restaurants are going out of business. Mr. Pooler explained that the investments are limited in what they can invest in. They do invest in bank accounts and CDs and have been very active and because of that they increased the FY21 budget predictions.

Mr. Curro stated that he is pleasantly surprised at how well we did given the pandemic. Mr. Curro questioned that as we look forward based on some of the trends in this quarter what are some of Mr. Pooler’s biggest worries as well as his areas of optimism. Mr. Pooler stated that 78% of the general fund comes from property taxes which are a very consistent source of revenue for the Town. Mr. Pooler stated that if the pandemic goes much farther beyond the first of the year his worry would be that people wouldn’t be able to pay their taxes and this would go down. Mr. Pooler also noted that on the positive side our enterprise fund particularly in the Recreation and Rinks Mr. Connolly has done a great job of readjusting and moving things around. Mr. Pooler is also optimistic on the Water and Sewer Rates because the Board acted so quickly to set new rates last spring in time to have them reflect the bills that went out in August.

Mr. Pooler stated that he is concerned about hotel and meal taxes as well as motor vehicle excise tax is subject to economic impact. Mr. Pooler stated that they level funded that estimate for FY21 and the next few years because the Town along with the Long Range Planning Committee both saw that that had the potential to be affected. The biggest question is what is going to happen with local aid and could be a worry if the State has significant hits to its revenue collection and how that is going to affect their ability to fund our aid.

Mrs. Mahon moved receipt.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes
Mr. DeCoursey: yes
Mr. Diggins: yes
Mr. Curro: yes
Mr. Hurd: yes

SO VOTED (5-0)

CONSENT AGENDA

3. Minutes of Meetings: August 31, 2020
4. For Approval: Shop Arlington First Banners in Arlington Center and Capitol Square
Ali Carter, Economic Development Recovery Task Force
5. Request: Contractor/Drainlayer License
Sean S. Tocci Excavating, Inc., 72 Meadow Road, Townsend, MA
6. Appointment of New Election Workers: Susan Doctrow, 99 Westminster Avenue, D, Pct. 20

Mr. Diggins moved approval.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes
Mr. DeCoursey: yes
Mr. Diggins: yes
Mr. Curro: yes
Mr. Hurd: yes

SO VOTED (5-0)

APPOINTMENTS

7. Commission for Arts and Culture
Christine Noah (term to expire 06/30/2023)
Sarah Morgan-Wu (term to expire 06/30/2023)

Ms. Noah recently moved to Arlington and when she moved here she was really excited by how much of a community it felt and really wanted to be a part of that. Ms. Noah has a background in the arts and has done theater her whole life as well as studied theater and English in college. Ms. Noah moved into arts administration after college and specifically did a lot of work and development, which consist of grant writing and major gifts and board management is what she does in her profession right now. Ms. Noah is excited to get more involved with ACAC and start to help Arlington to be an even more robust and vibrant place to live. The Board would to thank Ms. Noah for her willingness to serve and to step up to volunteering on this commission. The Board looks forward working with Ms. Noah and appreciate all the work she has done.

Ms. Morgan-Wu stated that she has a gallery in East Arlington and has over 20 years of experience and is honored to be a part of the commission and looks forward to serving on the ACAC. Ms. Morgan-Wu stated that she has lived around the world and when she was looking for a place Arlington was very appealing as it is a place that welcomed all types of art and allowed the kind of engagement they were looking for. Ms. Morgan-Wu stated that she is excited to give back to the community. The Board would like to thank Ms. Morgan-Wu for her willingness to serve on this commission and looks forward to working with her on the commission.

Mr. Curro moved approval.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes
Mr. DeCoursey: yes
Mr. Diggins: yes
Mr. Curro: yes
Mr. Hurd: yes

SO VOTED (5-0)

LICENSES & PERMITS

8. For Approval: Food Vendor License

Number 1 Taste, 165 Massachusetts Avenue, Jack Sy

Mr. Sy appeared before the Board to explain that his business started out in Belmont and has expanded into Melrose. Mr. Sy stated that they are a Chinese American food and their business in Belmont has a lot of Arlington customers and are looking forward to bringing their restaurant to Arlington. The Board thanked Mr. Sy for choosing Arlington to promote his business and is looking forward to trying Number 1 Taste in the near future.

Mr. DeCoursey moved approval.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes
Mr. DeCoursey: yes
Mr. Diggins: yes
Mr. Curro: yes
Mr. Hurd: yes

SO VOTED (5-0)

DISCUSSION

9. Black Lives Matter Banner

Adam W. Chapdelaine, Town Manager

Mr. Chapdelaine would like to thank the Select Board for their leadership along with the Human Rights Commission for placing the Black Lives Matter Banner on the Town Hall several months ago. Mr. Chapdelaine felt this was a move towards a clear statement of wanting to pursue racial equity in the community. Mr. Chapdelaine stated that we are one of a small handful of communities that have put such a clear statement on the seat of government at a Town Hall. Mr. Chapdelaine explained that his proposal for the Board tonight to consider is to remove the banner at the end of September, after September 30th and then allow Mr. Chapdelaine to work with the Human Rights Commission, Jill Harvey to work with a yet to be fully identified group of stakeholders to figure out how that message or a similar message can be displayed elsewhere in Town and when it should be displayed in Town.

Mr. Curro read a prepared statement.

Mr. Diggins stated that Mr. Curro said a lot of good things and he agrees with him. Mr. Diggins stated that his goal is to maximize the harmony on this Board in regards to this issue. Mr. Diggins stated that while he understands the very good motivations on having signs on Town Hall he feels that to have no banner on Town Hall is more inclusive. Mr. Diggins explained that having banners on light poles and other types of government property is more appropriate but he feels there are certain places like Town Hall and the Police Station, Fire Station and the schools that the Town should be more inclusive by not having any signs. Mr. Diggins feels that Mr. Curro's motions is great and encapsulates our bylaws and feels it would be much more permanent.

Mrs. Mahon read a prepared statement.

Mr. DeCoursey also supports Mr. Curro's motion and would like to say a couple words. Mr. DeCoursey stated that back on June 8th the Select Board voted to display the Black Lives Matter Banner on Town Hall and at that time Mr. DeCoursey said that we shouldn't be doing this to pat ourselves on the back but we should be doing this and taking action going forward and that would require a lot of difficult discussions and getting comfortable with the uncomfortable. Mr. DeCoursey stated that we do have to keep talking and we do need to keep moving forward and at the time of the vote it was understood that there would be a period of time that the banner would be displayed and supports the September 30th date. Mr. DeCoursey stated that just because the Board voted to place the banner on Town Hall in support of Black Lives Matter that does not mean that you don't support our local Police Department. Mr. DeCoursey stated that this is not the end of the discussion this discussion needs to continue and we need to be willing to have those uncomfortable conversations and move forward.

Mr. Hurd would like to clarify if Mr. Curro's motion was to have something affixed to the building which would require the Board's approval or just something that is freestanding which is generally in the manager's discretion. Mr. Curro confirmed that the wording of this motion is near the entry. Mr. Hurd wanted to clarify for the people watching that he doesn't think the intent is that the Board is going to have another large banner hanging above the doors and anticipates this is something more permanent. Mr. Curro stated that ideally his intent would be to see that portion of the policy of Arlington displayed somewhere near the entry by the time that the banner is removed. Mr. Hurd stated that those words are important and certainly a statement of values of this Town. Mr. Hurd explained that back in June the Board along with the Manager, Chief of Police, a number of members of the Arlington Police Department, who supported our efforts and they raised the banner in response to a really horrific event that happened. Mr. Hurd stated that we have also been doing this work for years and this was a statement that this Town has been working with racial equality training and we were affirming that we as a Town understand that institutional racism still exists at many levels. Mr. Hurd stated that they did not raise that banner to direct that towards the Arlington Police

Department and that we should be able to say that they affirmed that Black Lives Matter and while at the same time that they support the men and women of the Arlington Police Department and that those two notions are not contradictory.

Mr. Diggins stated that his understanding is that the banner is going to be up until the end of September. Mr. Hurd confirmed that the date is September 30th. Mr. Diggins would like to know why 16 more days and feels like the Board has a good sense of what's going to happen in the interim and if there is a ceremony that the Board generally has when banners are brought down. Mr. Hurd clarified that there is no ceremony that is down for banners being brought down. Mr. Chapdelaine stated that he simply offered that as a time so it didn't seem like the Town was acting in any haste in taking it down should the Board want to pursue a different date that's fine by him. Mr. Hurd clarified that it was for a date certain and while we are in the middle of September now that is was appropriate transition date. Mr. Diggins stated that he would like to advocate for a sooner date as well as having a little ceremony in taking it down but will defer to the other Board members. Mr. Curro stated that he is comfortable with the Town Manger's timeline for two reasons; the first being that it gets us through the final community conversations and the second reason is if we do adopt his motion and we are able to arrange the display of our policy in place before we remove the banner.

Mr. Curro moved that the Select Board requests the Town Manager to cause to be displayed near the entryway to Town Hall that portion of Title II Article 9 Section 2 Subsection C of the bylaws of the Town of Arlington as pertains to its purpose and enumerated protected classes with temporary exceptions at the Town Manager's discretion to accommodate display needs for Town sponsor sanctioned events or initiatives as well as to support the Town Managers decision to remove the banner on September 30th.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes
Mr. DeCoursey: yes
Mr. Diggins: yes
Mr. Curro: yes
Mr. Hurd: yes

SO VOTED (5-0)

OPEN FORUM

Jordan Weinstein, 23 Lennon Road, appeared before the Board to thank Mr. Curro for his well-written statement in regards to the Black Lives Matter Banner. Mr. Weinstein disagrees with Mr. Curro's use of the word fascism. Mr. Weinstein stated that he agrees with Mrs. Mahon's words that actions speak louder than words but feels that a lot of words are being used to say how abhorrent white supremacy is to the Town. Mr. Weinstein feels that Lt. Pedrini is the problem within the Police Department and would like to note that he should be removed from the department.

Donna Kelly-Williams, 110 Mary Street request the Board to reconsider the approval of the Share Street Pilot on Mary Street on the Select Board meeting of August 17. Ms. Williams stated that she was never approached regarding this approval and has received many complaints from her neighbors. Ms. Williams feels as though this proposal would make Mary Street unsafe and would like the Board to reconsider going forward.

TRAFFIC RULES & ORDERS / OTHER BUSINESS

10. Update: Arlington Economic Development Recovery Task Force

Jenny Raitt, Director of Planning and Community Development

Mr. Chapdelaine stated that this was meant to be correspondence received.

Mrs. Mahon moved receipt.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes

Mr. DeCoursey: yes

Mr. Diggins: yes

Mr. Curro: yes

Mr. Hurd: yes

SO VOTED (5-0)

11. Discussion: Future Select Board Meetings

The Board voted on the following Select Board dates:

November 9, 2020

November 16, 2020

November 30, 2020

December 7, 2020

December 21, 2020 @ 6:00p.m.

12. Vote: Special Town Meeting

John V. Hurd, Chair

Mr. Chapdelaine stated that they have had a lot of conversation regarding the Special Town Meeting. Mr. Chapdelaine stated that they are looking to open the warrant a week from today and having a Town Meeting beginning on November 9th and skipping the November 11th date due to Veteran's Day and then starting up again on November 16th unless the Board is willing to meet on day not on a Monday and Wednesday.

Mr. Diggins stated that he has had a discussion with Mr. Helmuth and Mr. Leone and he is concerned about the technology aspect of the virtual Town Meeting and would like to push the first day of Town Meeting to November 16th and stick to the meetings on Monday and Wednesdays and do a practice the week of November 9th.

Mr. Leone stated that with the training schedule for Town Meeting Members and the Town staff the date of November 16th would be a viable date. Mr. Leone stated that he

would like to keep the Monday and Wednesday dates for Town Meeting and feels it will be difficult as is and would like to leave that alone.

Mr. Diggins had a question in regards to the closing of the Warrant. Mr. Heim stated that once the Select Board votes to set a Town Meeting and a date for the opening of the warrant you have to allow five days from the vote to open the warrant and actually opening the warrant itself. Mr. Heim stated the warrant can open and close the same day or it can be open a week. Once the warrant closes you have to allow 14 days before a Special Town Meeting can be held. We must also be sure that we advertise the Special Town Meeting that the warrant is distributed. Mr. Heim stated that with respect to the ARB the major consideration for them is that they have to run a legal ad for two consecutive weeks prior to their hearing of the warrant articles. Mr. Heim feels the Board will legally have enough time if they set the date for November 16th. Mr. Heim stated that to have a virtual Town Meeting the Moderator needs to consult and advise the Select Board that a remote meeting should be held and vote on that one week in advance of Town Meeting.

Mr. Curro questioned the Moderator that if we pick the November 16th date if we would meet the Wednesday before Thanksgiving? Mr. Leone stated that he feels like the date before Thanksgiving due to people traveling and cooking. Mr. Curro also had another consideration around the closing of the warrant to those who had submitted citizen warrant articles that we would resubmit them on their behalf but at the last couple of meetings the Board talked about contacting all of the proponents to see if they still want to submit them at all or if they want to submit them through us with different wording in the same sense of the article. Mr. Curro questioned if the Board had to ensure that the warrant didn't close before their next meeting. Mr. Heim stated that if the proponents are submitting the same wording the Select Board does not necessarily need to take a vote to put the same warrant article on the Special Town Meeting Warrant. If proponents are modifying their warrant article there are potentially other means by which something could be requested to be placed in the Special Town Meeting Warrant without it being a 100 signature resident petition. Mr. Heim explained that the Board in past has accepted warrant articles at the request of the Town Manager. The main purpose of keeping the warrant open for a longer period of time is to make sure any residents who want to file new warrant articles that the Board was not already committed to bringing back they can do that and gather their 100 signatures.

Mrs. Mahon moved to have Special Town Meeting start on Monday, November 16, 2020.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes
Mr. DeCoursey: yes
Mr. Diggins: yes
Mr. Curro: yes
Mr. Hurd: yes

SO VOTED (5-0)

13. For Approval: Opening of Special Town Meeting Warrant

John V. Hurd, Chair

Mr. DeCoursey moved to authorize the Town Manager to submit warrant articles that had previously been submitted at the regular Town Meeting upon confirmation from the proponents that they wish to go forward with the articles or make slight revisions thereto; and to open the Special Town Meeting Warrant on September 21 at 8:00a.m. and close September 29 at 4:00p.m.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes

Mr. DeCoursey: yes

Mr. Diggins: yes

Mr. Curro: yes

Mr. Hurd: yes

SO VOTED (5-0)

NEW BUSINESS

Mr. DeCoursey would like to recognize Joe Caniff in the Police Department, Health Department and Homeless Coalition of Somerville for their hard work at the Mugar Property. There have been a number of issues there during the summer and he is going to work with the neighbors and come back and reach out the property owner.

Mr. Chapdelaine is holding two dates for joint meeting with ARB and they are able to meet on 9/21. Mr. Chapdelaine would also like to thank the men and women of the Arlington Police Department for their hard work. The Bluebike installation is going to be moved near magnolia field and would like to make the Board aware. Mr. Chapdelaine stated that the community event regarding Lt. Pedrini will be help on September 22nd and will be finalizing the agenda in the upcoming week.

Mrs. Mahon would like the current draft goals of the Board to include last year's goals that were not previously put up. Mrs. Mahon would like a timeframe of when Town Hall will be open for business. Mrs. Mahon would also like to note that the sign for the healthcare and essential workers and hopes it happens soon and is more prominent. Mrs. Mahon stated that the previous Police Chief, Fred Ryan asked that the cruiser in question in regards to the emblem be placed on the vehicle. Mrs. Mahon stated that it is for memorializing the fallen police officer Garrett Cody and would like to see it returned. Mrs. Mahon would also like to know when the reevaluation of the Town Manager will come before the Board.

Mr. Diggins would like to recognize the violence of the officer shot in Wisconsin and suggest people watch and listen to the words his mother wrote as well as the shooting over weekend of the officers in California. Mr. Diggins would like to place two possible liaison positions to the HPIC and Envision Arlington Standing Commission on the next agenda.

Mr. Hurd would like to thank the people of the APD and their excellent effort on Thursday. Mr. Hurd would like to compliment Joe Connolly, Recreation Department with

the process and the overall stage of the rink and keeping everyone safe. Mr. Hurd also stated that the banner is in production with DPW and then will be placed in a prominent location at Whittemore Park.

Mr. Curro moved to adjourn @ 9:48 p.m.

A roll call vote was taken on the motion by Mr. Heim.

Mrs. Mahon: yes
 Mr. DeCoursey: yes
 Mr. Diggins: yes
 Mr. Curro: yes
 Mr. Hurd: yes

SO VOTED (5-0)

Next Scheduled Meeting of Select Board, Monday, October 5, 2020

A true record attest

Ashley Maher
 Administrative Assistant

9/14/2020

Agenda Item	Document Used
1	Executive Order on Remote Participation
2	Fourth Quarter Budget Report
3	Draft 8.31.2020 Minutes
4	Banner Schedule Shop Arlington First Banner Request
5	Contractor/Drainlayer Tocci Excavating Reference
6	Election Worker Master Records
7	Reference from ACAC C. Noah Reference S. Morgan-Wu Reference
8	Number 1 Taste Inspection Reports Number 1 Taste Food Vendor Application
9	
10	Economic Development Recovery Task Force Reference
11	November – December Calendar
12	
13	



Town of Arlington, Massachusetts

Appointment of New Election Workers: (1) Caitlin Santacroce, 39 Sunnyside Avenue, D, Pct. 5; (2) Aimee Taberner, 41 Wellington Street, D, Pct. 10; (3) Madeline Upson, 46 Teel Street #2, U, Pct. 1; (4) Sarah White, 32 Pondview Road #1, D, Pct. 2

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	Election_Master_Records.pdf	Election Master Records

ELECTION WORKER'S MASTER RECORD

Date: 9/30/2020

Check One: New Employee
 Change to Existing Employee

Vendor # _____

Position Inspector

Name: Caitlin Santacroce

Democrat

Address: 39 Sunnyside Ave

Republican _____

Unenrolled _____

Zip Code 02474

Precinct 5

Alpha/
Last Name _____

Phone # _____

Position Codes: 10 – Warden
20 – Deputy Warden
30 – Inspector
40 – Deputy Inspector
50 – Clerk

60 – Deputy Clerk
70 – Teller
80 – Substitute
90 – Custodian

ELECTION WORKER'S MASTER RECORD

Date: 9/30/2020

Check One: New Employee
 Change to Existing Employee

Vendor # _____

Position Inspector

Name: Aimee Taberner

Democrat

Address: 41 Wellington St.

Republican _____

Unenrolled _____

Zip Code 02476

Precinct 10

Alpha/
Last Name _____

Phone # _____

Position Codes:

- 10 – Warden
- 20 – Deputy Warden
- 30 – Inspector
- 40 – Deputy Inspector
- 50 – Clerk

- 60 – Deputy Clerk
- 70 – Teller
- 80 – Substitute
- 90 – Custodian

ELECTION WORKER'S MASTER RECORD

Date: 9/30/2020

Check One: _____ New Employee
_____ Change to Existing Employee

Vendor # _____ Position inspector
Name: Madeline Upson Democrat _____
Address: 46 Teel St. #2 Republican _____
_____ Unenrolled ✓
Zip Code 02474 Precinct 1
Alpha/
Last Name _____ Phone # _____

Position Codes: 10 – Warden 60 – Deputy Clerk
 20 – Deputy Warden 70 – Teller
 30 – Inspector 80 – Substitute
 40 – Deputy Inspector 90 – Custodian
 50 – Clerk

ELECTION WORKER'S MASTER RECORD

Date: 10/1/2020

Check One: New Employee
 Change to Existing Employee

Vendor # _____ Position inspector
Name: Sarah White Democrat
Address: 32 Pondview Rd. #1 Republican _____
_____ Unenrolled _____
Zip Code 02474 Precinct 2
Alpha/
Last Name _____ Phone # _____

Position Codes: 10 – Warden 60 – Deputy Clerk
20 – Deputy Warden 70 – Teller
30 – Inspector 80 – Substitute
40 – Deputy Inspector 90 – Custodian
50 – Clerk



Town of Arlington, Massachusetts

Conservation Commission

Summary:

Douglas Kilgour, Associate Member (term to expire 6/30/2022)

Mike Gildesgame (term to expire 6/30/2023)

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	D._Kilgour_Reference.pdf	D. Kilgour Reference
▢	Reference Material	M._Gildesgame_Reference.pdf	M. Gildesgame Reference



Town of Arlington
Office of the Town Manager

Adam W. Chapdelaine
Town Manager

730 Massachusetts Avenue
Arlington MA 02476-4908
Phone (781) 316-3010
Fax (781) 316-3019
E-mail: achapdelaine@town.arlington.ma.us

MEMORANDUM

DATE: September 21, 2020

TO: Board Members

SUBJECT: Appointment as an Associate Member to the Conservation Commission

This memo is to request the Board's approval of my appointment of Douglas Kilgour, Arlington, MA, as an Associate Member on the Conservation Commission, with a term expiration date of 06/30/2022.

A handwritten signature in blue ink, appearing to read "Adam W. Chapdelaine".

Town Manager

From: Douglas Kilgour <douglas.kilgour@gmail.com>
To: townmanager@town.arlington.ma.us
Cc: esullivan@town.arlington.ma.us
Date: Wed, 5 Aug 2020 14:47:43 -0400
Subject: Consideration for a position on the Conservation Committee

CAUTION: This email originated from outside of the Town of Arlington's email system. Do not click links or open attachments unless you recognize the REAL sender (whose email address in the From: line in "<>" brackets) and you know the content is safe.

To: Susan Chapnick
CC: Emily Sullivan

Hello,

My name is Douglas Kilgour and I'd like to be considered for a position within the Conservation Committee for the Town of Arlington. My wife Olivia, my daughter Eleanor, and I moved to Arlington during the Spring of 2019. We love the Arlington Community and take full advantage of the natural beauty that Arlington has to offer. I am now at a point where I'd love to give to the Arlington community, and I think the Conservation Committee would be a place where I could add value and enjoy the work.

My professional background is diverse, which will make me a strong contributor to your team. While completing my Civil and Environmental Engineering BS at The Citadel, in Charleston, SC, I focused on Land Development and Environmental Engineering. Upon completing my degree, I immediately enrolled at Auburn University, and completed an MS in Environmental Engineering, studying Water Chemistry. Following my engineering education, I worked at a Brown and Caldwell, an Environmental and Engineering Consultancy, for 3 years. While there I specialized in Water Quality, both for Industries and Municipalities.

The next chapter of my career shifted more toward business and financial management. I left my engineering position to get an MBA from Georgetown University. From there I went on to work as a Management Consultant (3 years), then as a General Manager at Wayfair (3 years), and currently I manage a limited partnership investment fund (4 years).

Nearly every professional role I've taken on has required management, collaboration, and a business-oriented mindset. I plan to bring those attributes to a position with the Conservation Committee, where I can also use my environmental engineering background to help aid the team's decisions.

I'd love an opportunity to speak over the phone, both to learn more about your team, but also to answer any questions you may have for me. Please, don't hesitate to reach out.

All the best,

Doug Kilgour

DOUGLAS KILGOUR

EXPERIENCE SUMMARY

Experienced professional in digital strategy, company analysis, ecommerce, and operations strategy. Currently managing a public equity limited partnership focusing on tech, software, and ecomm. Recently was Head of Analytics for Wayfair's Product Performance team, driving methods to reduce op costs and improve customer satisfaction. Prior to that, was the GM of the Appliance & Floorcare ecommerce categories, overseeing \$50MM annual business and partnering with over 100 Appliance suppliers. Before Wayfair, spent 6 years in business consulting and engineering consulting, leading digital transformation engagements and working with Global 500 companies across several industries.

KEY SKILLS: Ecommerce Strategy, General Management, P&L Management, Operational Strategy, Financial Modeling, Data Analysis, Market & Industry Analysis, Business Case Development

EDUCATION

MBA, GEORGETOWN UNIVERSITY
MS Engineering, AUBURN UNIVERSITY
BS Engineering, THE CITADEL

EXPERIENCE

Marlborough Partnership

Portfolio Manager

Arlington, MA

May 2018 - present

- Raised and currently managing a long only public equities fund, focusing largely on software and technology businesses; outperformed the S&P 500 Index for 3 straight years (2018, 2019, 2020), with annualized CAGR of ~12% over 5 year fund life; fund to close EOY 2020

Wayfair

Head of Analytics, Product Performance

Boston, MA

Oct 2017 – April 2018

- Built and oversaw an analytics team responsible for mitigating product performance issues for large parcel products; assessed multiple stages of the supply chain to determine where issues were most likely to occur throughout the product lifecycle; conducted SKU analyses, estimating all-in P&L of various product classes and categories; worked with internal and external stakeholders – suppliers, category department leads, warehouses and DCs, fulfillment, etc.

Category General Manager

Nov 2015 – Oct 2017

- Oversaw a \$50MM run-rate ecommerce business growing 40% annually; led the turnaround of a struggling appliances category, growing Gross Margin % from negative double digit % to positive double digit % in 18 mos; onboarded and negotiated terms with key suppliers including Dyson, Vitamix, SharkNinja, and Keurig; coordinated across Marketing, Fulfillment, Pricing, Promotions, Merchandising and Warehousing to maximize P&L performance; applied analytics methods to appliances category that were adopted across other Category Management teams

Capgemini Consulting

Senior Consultant

Atlanta, GA

July 2012 – Nov 2015

- Global Beverage Company – Led a financial business case for shifting on-premise data storage to the cloud
- Leading Healthcare Company – Led execution of a strategy procurement project for claims recovery leading to \$3MM+ in run-rate procurement savings
- Leading O&G Company – Led a digital project for C-Level to create a company-wide contractor mgmt system
- Capgemini Consulting Strategy Training – Led four internal strategy training courses: Advanced Strategic Analysis at Capgemini University in Paris (2014, 2015) and Atlanta (2015); new MBA training in Atlanta (2014)

Brown and Caldwell, Environmental Engineers and Consultants

Project Engineer/Project Manager

Nashville, TN

June 2007 – July 2010

- Led technical/business projects for Global 500 Oil and Gas, Pharma, Chemical, and Food Companies
- Designed bench-scale experiments, synthesized data, conducted cost/benefit analyses, generated recommendations

Interests: Ecommerce, Investing, Business/Industry Analysis, Horticulture, Barbecuing

OFFICE OF THE SELECT BOARD

JOHN V. HURD, CHAIR
JOSEPH A. CURRO, JR., VICE CHAIR
DIANE M. MAHON
STEPHEN W. DECOURCEY
LENARD T. DIGGINS



730 MASSACHUSETTS AVENUE
TELEPHONE
781-316-3020
781-316-3029 FAX

TOWN OF ARLINGTON
MASSACHUSETTS 02476-4908

September 21, 2020

Douglas Kilgour
Arlington, MA 02476

douglas.kilgour@gmail.com

Re: Appointment: Conservation Commission

Dear Mr. Kilgour:

As a matter of the standard appointment procedure, the Select Board requests that you attend a virtual meeting of the Select Board conducted by remote participation, on Monday, October 5th at 7:15 p.m.

It is a requirement of the Select Board that you join this virtual meeting. This will give the Board an opportunity to meet and discuss matters with you about the area of activity in which you will be involved.

Information which includes the link to the meeting will be available at the bottom of the Select Board Agenda as well as on the Town Calendar when the meeting is posted Thursday, October 1st by 7:00 p.m.

Please contact this office by e-mail, amaher@town.arlington.ma.us, if you have any questions.

Thank you.

Very truly yours,
SELECT BOARD

Marie A. Krepelka
Board Administrator



Town of Arlington
Office of the Town Manager

Adam W. Chapdelaine
Town Manager

730 Massachusetts Avenue
Arlington MA 02476-4908
Phone (781) 316-3010
Fax (781) 316-3019
E-mail: achapdelaine@town.arlington.ma.us

MEMORANDUM

DATE: September 21, 2020

TO: Board Members

SUBJECT: Appointment to the Conservation Commission

This memo is to request the Board's approval of my appointment of Mike Gildesgame, Arlington, MA, as a member on the Conservation Commission, with a term expiration date of 06/30/2023.

A handwritten signature in blue ink, appearing to read "Adam W. Chapdelaine".

Town Manager

Mike Gildesgame

Arlington MA 02476

Experience:

2007 – 2012 **Southern New England Policy Manager**, Appalachian Mountain Club, Boston MA

Developed policies and advocacy positions to protect natural resources based on sound science; worked collaboratively with other non-profits, citizen groups, state and federal agencies, legislators and others to promote wise management of forests, waters and other resources and to promote education, conservation and recreation in wilderness areas and more urban environments. I also identified collaborative approaches to resolving environmental management disputes.

1987 – 2007 **Director**, Office of Water Resources, MA Dept of Conservation and Recreation, Boston MA

Led and supervised a multi-disciplinary team of scientists, engineers and planners in developing natural resource management policies, developing and evaluating water resource management projects, carrying out and or supervising hydrologic research to address a variety of complex environmental problems; managing projects and programs including the state Lakes and Ponds Program, Flood Hazard Mitigation, Drought Management Planning, and the cooperative hydrologic programs with the US Geological Survey.

1984 – 1985 **Research Associate**, Tropical Science Center, San Jose, Costa Rica

Researched the policy and management strategies that enabled the Costa Rican National Park Service to successfully establish and protect the forest resources within the park system; examined the underlying political, social and economic conditions that enabled their success and investigated the potential for replicating these conditions in other countries.

1977 – 1980 **Resource Analyst**, Chas. T. Main, Inc., Boston MA

Designed, managed and participated in projects analyzing the environmental and socio-economic impacts of international and domestic public works projects for power generation, water resources and rural development. Served clients in Ecuador, Egypt, South Korea, Canada and the US.

1976 – 1977 **Associate Program Manager**, Smithsonian Institution-Peace Corps Environmental Program, Washington DC

Provided overseas on-site program management and evaluation for Central American and Caribbean natural resources management ministries and Peace Corps offices in formulating projects for highly skilled MS/PhD volunteers in natural resources and environmental programs. Facilitated host country interagency cooperation, coordinated agencies' activities, analyzed project effectiveness, identified technical, administrative and financial requirements for projects. Served clients in Honduras, Dominica, El Salvador, Belize and others.

Education:

1984 – 1990 **PhD**, Clark University, Graduate School of Geography. Focus area: Resource Management

Studied the impact of human activities on natural systems and the links between environmental protection and economic development. Dissertation research studied the history of the Costa Rican National Park Service and sought to identify how and why it was generally successful in protecting forest resources when many other Latin American countries were less successful.

1972 – 1976 **Master of Forestry**, Oregon State University, Corvallis OR

Developed a technical understanding of forest ecology and the practical aspects of forestry and forest management. In my Masters paper, I studied how American attitudes toward "wilderness" developed and changed over time, and the public policy implications for those changing notions and ethos.

1964 – 1968 **BA, Political Science/International Relations** American University, Washington DC

Certifications:

Trained Mediator Completed 40 hours of mediation training in accordance with M.G.L. ch. 233 s. 23C with MWI Boston MA. Practicing since 2012.

Volunteer Experience:

1968 – 1970 **US Peace Corps Volunteer**, Cuenca, Ecuador

Carried out land exploration, mapping, and surveying in Ecuador's Amazon highlands to establish town sites and to form agricultural and cattle cooperatives to promote local economic stability and resource access in an area to be connected to the national road system.

2014 – Present **Steering Committee Member**, Massachusetts Coalition to Prevent Gun Violence, Boston MA

The Coalition brings together organizations and institutions across MA to address the epidemic of gun violence in suburbs, rural areas, and cities through education, advocacy and holding those in power accountable.

2013 – Present **Vice President**, Jewish Alliance for Law and Social Action, Boston MA

Based on Jewish values, JALSA works through multiple coalitions to engage the community in promoting civil rights, protecting civil liberties and achieving social, economic, environmental, and racial justice.

2013 – Present **Chair**, Friends of Israel's Environment

Friends of Israel's Environment is committed to strengthening environmental protection in Israel as an essential foundation for a thriving economy and safe and healthy communities for all Israelis, including underserved communities. Since 1991, FIE has supported the work of Israel's Union for Environmental Defense, Israel's leading environmental, public health and advocacy organization.

Publications:

Conflicts in Siting Wind Energy Facilities: The Massachusetts Wind Energy Siting Reform Act, Consensus Building Institute, Cambridge MA, 2013.

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730 MASSACHUSETTS AVENUE
TELEPHONE
781-316-3020
781-316-3029 FAX

TOWN OF ARLINGTON
MASSACHUSETTS 02476-4908

September 21, 2020

Mike Gildesgame
Arlington, MA 02476

mikeg125@gmail.com

Re: Appointment: Conservation Commission

Dear Mr. Gildesgame:

As a matter of the standard appointment procedure, the Select Board requests that you attend a virtual meeting of the Select Board conducted by remote participation, on Monday, October 5th at 7:15 p.m.

It is a requirement of the Select Board that you join this virtual meeting. This will give the Board an opportunity to meet and discuss matters with you about the area of activity in which you will be involved.

Information which includes the link to the meeting will be available at the bottom of the Select Board Agenda as well as on the Town Calendar when the meeting is posted Thursday, October 1st by 7:00 p.m.

Please contact this office by e-mail, amaher@town.arlington.ma.us, if you have any questions.

Thank you.

Very truly yours,
SELECT BOARD

Marie A. Krepelka
Board Administrator



Town of Arlington, Massachusetts

Cyrus E. Dallin Museum Board of Trustees

Summary:

Molly Harper (term to expire 12/31/2023)

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	M._Harper_Reference.pdf	M. Harper Reference

OFFICE OF THE SELECT BOARD

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DIANE M. MAHON
STEPHEN W. DECOURCEY
LENARD T. DIGGINS



730 MASSACHUSETTS AVENUE
TELEPHONE
781-316-3020
781-316-3029 FAX

TOWN OF ARLINGTON
MASSACHUSETTS 02476-4908

September 21, 2020

Molly Harper
Arlington, MA 02476

molly.harper@gmail.com

Re: Appointment: Cyrus E. Dallin Museum Board of Trustees

Dear Ms. Harper:

As a matter of the standard appointment procedure, the Select Board requests that you attend a virtual meeting of the Select Board conducted by remote participation, on Monday, October 5th at 7:15 p.m.

It is a requirement of the Select Board that you join this virtual meeting. This will give the Board an opportunity to meet and discuss matters with you about the area of activity in which you will be involved.

Information which includes the link to the meeting will be available at the bottom of the Select Board Agenda as well as on the Town Calendar when the meeting is posted Thursday, October 1st by 7:00 p.m.

Please contact this office by e-mail, amaher@town.arlington.ma.us, if you have any questions.

Thank you.

Very truly yours,
SELECT BOARD

Marie A. Krepelka
Board Administrator

Fran,

As explained in previous email. We are seeking to fill a vacant Board of Trustee position. The nominee is Molly Harper. She has been volunteering since January and we believe she will be a great addition to the board. She brings a lot of professional experience with growth of start up companies and organizational structuring.

Thank you.

Sarah Burks

Chair, Board of Trustees, Cyrus Dallin Art Museum

From: Molly Harper <molly.harper@gmail.com>
To: Sarah Burks <sarahburks@juno.com>
Subject: In case needed for Arlington Board
Date: Tue, 8 Sep 2020 21:19:58 -0400

Hi Sarah -

Thank you again for your support! In case helpful:
Resume is attached - it's not current (haven't updated since joining Relmada)
but LinkedIn profile is current: <https://www.linkedin.com/in/molly-harper-398235/>

Bullets re: Dallin Volunteer & Impact to Date (began volunteering in January)

- **Volunteers & Staffing**
 - Initiated volunteer docent recruiting efforts, upon learning from Jim re: risk to museum operations of low staffing
 - Designed and circulated Docent recruitment flyer
 - **Efforts resulted in multiple inquiries of interest, and one additional, new docent who began training pre-COVID**
 - Identified opportunity for Director support from college-level interns
 - Wrote and posted two intern Job Descriptions to the widely-used Handshake database for college students, resulting in multiple applications, with **two interns hired by Heather**
- **Curatorial**
 - Outreach resulted in Buckingham Browne & Nichols School confirming Dallin seal at the School (The Torch) for his son's 1914 graduation, marking the **264th known Dallin sculpture**
- **Marketing**
 - Conceived and produced **Cyrus Dallin Art Museum Memory Game**, now available for download from Museum website
 - **Wrote article for 2Q 2020 The Scout** newsletter re: confirmation of Torch seal sculpture at BB&N
 - Alerted BOT to need for **new sidewalk stands** (current ones are damaged, and not readable); collaborated on design new signs and ordered sandwich stands (as in-kind donation)

MOLLY HARPER

molly.harper@gmail.com

EXPERIENCE

AKCEA THERAPEUTICS, Inc., Boston, MA

2015-2019

Senior Vice President & General Manager, Global ATTR Amyloidosis & Cardiometabolic Franchises (2018-2019)

As the 2nd employee hired by founding CEO of clinical-stage development organization, built global capabilities, teams and infrastructure for a commercial organization, contributing to successful IPO and growth to >300 employees across 13 countries and two approved, globally commercialized therapies, in less than five years.

Role expanded to Global General Manager with responsibility across all functions and P&L management for in-line and pipeline programs for initially one, then both, Company franchises.

- Led strategy, management and execution responsible for all aspects of the business from early development and regulatory through commercialization for Akcea's approved and pipeline programs, including TEGSEDI®, approved in the US, Europe and Canada for hereditary ATTR (hATTR) amyloidosis in 2018, and WAYLIVRA®, approved in Europe for familial chylomicronemia syndrome (FCS) and under regulatory engagement in US and Canada
- Built and managed cross-functional Global Leadership Teams for both ATTR amyloidosis and Cardiometabolic franchises with both Akcea and Ionis participation, US Launch Teams of >30, joint new product licensing and development evaluations including clinical development, regulatory and medical affairs and commercial functions
- Established first corporate processes to align financial budget cycle and cross-functional strategic and tactical long-term and annual planning

Vice President, Commercial Development (2015-2018)

- Built and led scalable, global commercial organization for rare disease therapies, including hiring and management of North American and European leadership in addition to marketing, commercial operations, market access and pricing, patient advocacy, sales and training, and patient support with reporting universe of 70+ (8 direct)
- Led design and build-out of US commercial teams including sales force, case management, patient support, market access, pricing and reimbursement
- Established infrastructure and business processes for cross-functional integration, including monthly operations, data and performance reviews for each geography
- Spearheaded strong corporate partnerships with medical societies and patient advocacy groups, global and US
- Led cross-functional development process (team of 20+, across both Akcea and Ionis) for pharmaceutical labeling for European, Canadian and US regulatory filings; Member of regulatory filing team including preparations for, and participation in, successful FDA Advisory Committee meeting
- Created and led novel, integrated, data-driven approach to disease education and rare disease diagnosis for patients and HCPs that incorporated digital, peer-to-peer education, field sales outreach, social media and community events
- Presented and obtained support for commercialization strategy and organizational build from Board of Directors
- Developed and presented business case for acquisition of second franchise in ATTR transthyretin amyloidosis from
- Led cross-functional assessment potential indications for pipeline assets
- To accelerate and optimize Phase 3 enrollment, initiated collaborations across Clinical Development, Clinical Operations and Medical Affairs to optimize site selection, outreach to potential investigators, and ongoing PI engagement, successfully bringing in new rare disease expertise and clinical centers of excellence into Development program

GENZYME, A SANOFI COMPANY, Cambridge, MA

2009-2015

General Manager & Head, US Endocrinology, Rare Diseases (2014-2015)

Led all aspects of biologic (recombinant TSH, THYROGEN®) and molecular diagnostic (AFIRMA® Thyroid FNA Analysis, co-promoted with Veracyte) businesses for thyroid cancer (~\$150 MM revenue); Turned around declining performance to growth in four quarters through comprehensive overhaul of operations; managed reporting universe of >30 FTEs including specialty sales force, marketing, commercial operations, reimbursement/patient support

- Leadership and Strategy
 - Launched global messaging and branding campaign across field, digital, HCP and patient promotion
 - Established new standards for recognition; introduced “Challenger Sale” model for training and evaluation
 - Improved effectiveness of co-promotion agreement with publicly traded diagnostics partner, Veracyte, Inc.
 - Presented to CEO, CFO at monthly Operating Review; Member of US Rare Leadership Team
- Distribution, Reimbursement and Patient Support:
 - Revised specialty pharmacy prescription process to reduce overdue prescriptions from 40% to zero
 - Launched new external communications to highlight support offerings across acquisition channel
- Operations & Analytics
 - Introduced first use of secondary data for customer targeting (ICD10 code-based)
 - Redesigned incentive compensation plan for specialty sales force and re-aligned geographies to optimize workload
 - Simplified metrics to increase utility of specialty pharmacy and distributor/buy-and-bill channels
 - Introduced real-time customer ordering report for sales force using wholesaler/distributor shipment data

Senior Director for US Marketing, Endo-Cardio Business Unit, Rare Diseases (2013-2014)

Responsible for marketing team covering three orphan disease products and two sales forces

- Led promotional efforts and launch for revised US labeling, increasing volume for that indication 26%
- Managed revenue and OpEx forecasting process (long range plan) for two products and nine cost centers

Associate Director/Director, Global & US Marketing Cardiovascular (2009-2013)

Directed strategic planning and market development tactics through launch of first-in-class antisense therapy, KYNAMRO®

- Initiated and led cross-functional team for patient support hub management, reducing Rx-to-ship time by 30%
- Served as marketing lead in regulatory process, including label (Prescribing Information) and REMS Program
- Built alliances with global and US medical, nursing, and patient organizations to co-develop and distribute disease awareness materials (e.g. Company’s first YouTube channel and App for iTunes, iPhone)
- Managed publication planning with partner Ionis Pharmaceuticals
- Established partnership with lipid specialist physician community resulting in joint production and peer-reviewed publication of the first survey documenting knowledge and practices of lipid clinician community
- Managed budgets for three cost-centers to quarterly targets; introduced processes that improved performance
- Presented Commercial Overview to >300 employees of partner Ionis Pharmaceuticals

MERCK & CO., INC., North Wales, PA

2004-2009

Marketing Manager, Atrial Fibrillation and Acute Heart Failure (2008-2009)

Lead for HCP promotion on global brand teams for two drug candidates for hospital-based, acute care indications

- Partnered with internal and external clinical experts to lead core HCP strategy, branding and communications execution for pre-launch market development for novel, first-in-class mechanism for acute heart failure
- Developed complete global sales training program and supervised plan implementation in the U.S., EMEAC and Latin America, including content development and launch meeting preparations
- Presented on Acute Heart Failure management and hospital economics to >500 Hospital Sales Force

Market Research Analyst, Senior Analyst, Atherosclerosis Franchise & New Product Planning (2005-2008)

Led global market research for novel therapy (EU launch in 2009) and fixed-dose combination

- Led Monthly Data Presentations and analysis based on prescribing and patient-level data and trends; Produced launch analysis for lipid category to identify best practices
- Supervised development of global 10-year forecasts for investigational monotherapy and fixed-dose combination, including adjustments for market events (e.g. competitor entrants, pivotal outcomes studies)
- Evaluated and recommended life cycle management and business development opportunities in CV arena
- Established Merck's first partnerships with ethnography research and innovation design agencies
- One of five selected into corporate-wide leadership development program

Professional Representative, San Francisco Cluster (2004-2005)

- Promoted ZOCOR® and MAXALT® in primary care; Recognized for highest change in share in Bay Area district
- Improved access to largest account in Bay Area through roll-out of tactical plan across regional team

JOHNSON & JOHNSON DEVELOPMENT CORPORATION, New Brunswick, NJ

2003

MBA Associate (Summer Intern), Corporate Venture Capital Group

- Produced first business plan for internal venture model at J&J; Pilot project was a biologic therapeutic to simulate pancreatic function; collaborated with R&D project lead, and counterparts across J&J operating companies and functions; project presented by Vice Chairman to J&J Executive Committee
- Reviewed incoming business plans for strategic fit with JJDC portfolio; Led planning and organization for Oncology Investment Summit spotlighting oncology portfolio companies with R&D, marketing leaders

UBS WARBURG, New York, NY

2000-2002

Life Sciences Equity Research Associate Analyst

- Launched and maintained investment coverage for life sciences and drug discovery tools sector (manufacturers and developers of technologies including DNA sequencing, micro-arrays, mass spectrometry, high-throughput screening, combinatorial chemistry, etc).
- Built and managed full P&L financial models for companies under coverage, determining valuations and investment recommendations
- Developed proprietary industry surveys to assess changes in demand trends likely to impact earnings; established academic, regulatory, pharmaceutical customer and international thought leader contacts

1998-1999

THE WILKERSON GROUP/IBM, New York, NY

Strategy Consulting Associate Consultant

- Led commercial assessments to inform financing and in-licensing decisions for clients including large pharmaceutical and diagnostic companies, venture-backed imaging/diagnostic start-ups, and venture firms
- Category experience included molecular diagnostics (oncology pharmacogenomics, infectious disease, and genetic testing), acute ischemic stroke, coronary artery disease, diabetes (glucose monitoring)
- Performed qualitative and quantitative analyses, conducted primary and secondary medical and industry research, in-depth interviews with physicians, nurses, and payers, and built market and product revenue forecasts

EDUCATION

UNIVERSITY OF PENNSYLVANIA – THE WHARTON SCHOOL, Philadelphia, PA
Master of Business Administration, Concentration in Health Care Management

CORNELL UNIVERSITY - COLLEGE OF ARTS & SCIENCES, Ithaca, NY
Bachelor of Arts, *cum laude* in English

PRESENTATIONS AND ORGANIZATIONS

FIERCE BIOTECH DRUG DEVELOPMENT FORUM, Boston, MA 2019
Panelist, “Build Vs. Buy: Key Considerations for Deciding Whether to Commercialize on Your Own or Find a Partner”

NAVIGANT PRODUCT LAUNCH EXCELLENCE FORUM, Cambridge, MA 2019
Panelist, “Navigating the Transition from Development to Commercialization”

PHARMACEUTICAL EXECUTIVE 2018
Profiled Interviewee, “[How to Build a Marketing Plan for Ultra-Rare Disease Products](#)”

GLOBALGENES 2017 RARE SUMMIT, Irvine, CA 2017
Panelist, GlobalGenes' RARE Partnering & Investor Forum
Speaker, Emerging Platforms - Oligonucleotide Therapies

BUCKINGHAM BROWNE & NICHOLS SCHOOL, Cambridge MA 2020-present
Alumnae Council

CYRUS DALLIN ART MUSEUM, Arlington MA 2020-present
Associate Trustee

SUFFOLK UNIVERSITY SAWYER BUSINESS SCHOOL, Boston MA 2016-present
Advisory Board Member; Guest Lecturer and Panelist, multiple departments

WHARTON CLUB OF BOSTON 2014-2016
Boardmember, Vice President for Events

WHARTON HEALTHCARE ALUMNI ASSOCIATION 2012-2013
Boardmember

HEALTHCARE BUSINESSWOMEN’S ASSOCIATION, Boston Chapter 2014
Mentor

WHARTON CLUB OF PHILADELPHIA 2006-2009
Boardmember

REFERENCES

CONTACT INFORMATION AVAILABLE UPON REQUEST

CORPORATE LEADERSHIP

Paula Soteropoulos, Executive Chairman, 5AM Ventures NewCo & Strategic Advisor, 5AM Ventures

- Corporate Board Member, UniQure
- Founding CEO, Akcea Therapeutics, Inc.

I was Paula's second hire at the time of Akcea's formation in early 2015. We had worked together previously at Genzyme when she was General Manager of the Cardiovascular Franchise, which I joined in 2009.

Stephanie Okey, Corporate Board Member of Albireo Pharma, Inc., PTC Therapeutics, Inc. & Crinetics Pharmaceuticals

- Former SVP, Head of North America, Sanofi Genzyme Rare Diseases

I reported to Stephanie from 2014-2015 as a member of the US Rare Disease Leadership Team while General Manager for US Endocrinology

Sheldon Koenig, Executive Vice President & Chief Commercial Officer, Portola Pharmaceuticals

- Former SVP & Head of Cardiovascular Franchise, Sanofi

While at Merck, I worked for Sheldon in analytics, market research and marketing roles for different programs between 2005-2009 when he was leading first atherosclerosis and then broader cardiovascular programs.

Alicia Secor, President & CEO, Atalanta Therapeutics

- Corporate Board Member of GW Pharmaceuticals, plc. and Orchard Therapeutics
- Former President & CEO, Juniper Pharmaceuticals

At Genzyme, from 2012-2013, I worked for a Alicia as a member of the broader Endo-Cardio business unit.

Abdul Mullick, President, Kyowa Kirin International

- Former VP & GM, Cardiovascular & Endocrinology, Sanofi Genzyme

I reported to Abdul in marketing leadership positions for the Cardiovascular and Endocrinology franchises at Genzyme.

Carrie Bourdow, President, Chief Executive Officer & Director, Trevena Inc.

- Corporate Board Member, Sesen Bio
- Former VP Marketing, Cubist

At Merck, from 2008-2009 I reported to Carrie as the HCP marketing lead for an acute heart failure program

PEER & CROSS-FUNCTIONAL COUNTERPARTS

Dr. Louis O'Dea, Executive Vice President, Chief Medical Officer and Head, Regulatory Affairs, Akcea Therapeutics

- Former Chief Medical Officer, Oxford Immunotec; Chief Medical Officer & Head of Regulatory Affairs, Moderna Therapeutics'; Chief Medical Officer, Radius Health, Inc.

Louis and I, as well as our respective teams, partnered closely on all aspects of Akcea's businesses over four years

Paul Schmidt, Global Head of Commercial Finance, Alexion Pharmaceuticals

- Former Global Head of Financial Planning & Analysis, Akcea Therapeutics.

Paul and his team supported all financial aspects of the global franchises which I led at Akcea

Kathleen Gallagher, Former Vice President, Investor Relations & Corporate Communications, Akcea Therapeutics

Kathleen and I worked closely together on internal and external product and corporate communications at Akcea



Town of Arlington, Massachusetts

For Approval: Common Victualler License

Summary:

Alfredo Italian Kitchen, 242 Massachusetts Avenue, Emadeldine Derebala

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	Venice_Italian_Kitcehn_-_Inspection_Report.pdf	Inspection Reports
▢	Reference Material	Venice_Italian_Kitchen_-_Application.pdf	Common Victualler Application

LICENSE APPLICATION REPORT

Type of License: Common Victualler License

Name of Applicant: Emadeldine Derebala d/b/a Venice Italian Kitchen

Address: 242 Massachusetts Avenue

The following Departments have **no objections** to the issuance of said license:

- Police _____
- Fire _____
- Health _____
- Building _____
- Planning _____

The following Departments have **no objections** but have made comments or conditions regarding the issuance of said license: (see attached)

- Police _____ x _____
- Fire _____ x _____
- Health _____ x _____
- Building _____ x _____
- Planning _____ x _____

The following Departments have **objections** to the issuance of said license:
(see attached)

- Police _____
- Fire _____
- Health _____
- Building _____
- Planning _____



Town of Arlington
Department of Health and Human Services
Office of the Board of Health

27 Maple Street
Arlington, MA 02476

Tel: (781) 316-3170
Fax: (781) 316-3175

MEMO

To: Select Board
From: Kylee Sullivan, Health Compliance Officer
Date: September 21, 2020
RE: Board of Health Comments for Select Board Meeting on October 5, 2020

Please accept the following as comments from the Office of the Board of Health:

Venice Italian Kitchen: 242 Massachusetts Avenue
Common Victualler License

- The Health Department contacted this establishment to initiate the plan review application process. The Department will not issue a Food Operator Permit until a completed plan review application is reviewed and a successful pre-operational inspection is conducted to ensure compliance with the Food Code.
-

APPLICANT SIGNATURE SECTION:

I have received the above report and acknowledge said inspection. I fully understand that no work is to commence at the premises of the proposed location of which is the subject matter of this inspection report until the license is approved by the Select Board; furthermore, any work done is done at the applicant's risk.

Applicant's Signature: *E. M. [Signature]*

Date: 9/29/20

ARLINGTON POLICE DEPARTMENT

Juliann Flaherty
Acting Chief of Police



POLICE HEADQUARTERS
112 Mystic Street
Telephone 781-316-3900

Town of Arlington
MASSACHUSETTS 02474

September 14, 2020

On Monday, September 14, 2020 at 2:30 PM, I called and spoke with Emandeldine Derebala regarding this application for a Common Victualler License for the Venice Italian Kitchen, located at 242 Mass Ave. Derebala stated he owns 2 other successful restaurants in Somerville and Quincy and looks forward to opening in Arlington. Derebala stated that it will be a similar menu no real changes other than the name.

I advised Derebala that the Select Board may be conducting C.O.R.I and S.O.R.I checks during the application process.

Pending the checks conducted by the Office of the Select Board, Arlington Police Dept. is not aware of any law enforcement or public safety reasons to object to the Common Victualler License for the Venice Italian Kitchen.

Respectfully Submitted,

Detective Edward DeFrancisco

APPLICANT SIGNATURE SECTION:

I have received the above report and acknowledge said inspection. I fully understand that no work is to commence at the premises of the proposed location of which is the subject matter of this inspection report until the license is approved by the Select Board; furthermore, any work done is done at the applicant's risk.

Applicant's Signature: 

Date: 9/29/20

"Proactive and Proud"

**OFFICE OF THE SELECT BOARD
TOWN OF ARLINGTON - INSPECTION REPORT**

Report is due at the Office of the Select Board by, September 30, 2020
ONE REPORT IS REQUIRED FROM EACH DEPARTMENT.

Location: 242 Massachusetts Avenue
Applicant's Name: Emadeldine Derebala
D/B/A: Venice Italian Kitchen
Telephone: 781-417-9537
Department: Sent Via E-mail Date: 9/10/2020

MEETING DATE: October 5, 2020

Inspected By: **RE: COMMON VICTUALLER LICENSE**

Police
Fire
Board of Health
Building
Planning

INSPECTION REPORT SECTION:

Building

All building changes need permits.
All sign changes need approval and sign permit.
Window signs cannot exceed 25% of window or fine lines will be levied.
Certificate of Occupancy is needed - \$100 fee.
The Director of Inspectional Services has no objection to the issuance of this license as the applicant has been made aware of seating capacity and necessity for showing proof of ownership of sidewalk.

Plumbing

The Inspector of Plumbing and Gasfitting has no objection to the issuance of this license.
All Plumbing and Gasfitting work requires that the permits be obtained from this office for their respective trades by a licensed contractors.

Electrical

The Inspector of Wires has no objection to the issuance of this license
The applicant acknowledges that this is a conditional approval of the premises only and is not to be construed as approval of the Inspector of Wires of concealed electrical wiring. Any new wiring must conform to the Mass. Electrical Code. Notify the Inspector of Wires in accordance with Chapter 143, Section 3L.

APPLICANT SIGNATURE SECTION:

I have received the above report and acknowledge said inspection. I fully understand that no work is to commence at the premises of the proposed location of which is the subject matter of this inspection report until the license is approved by the Select Board; furthermore, any work done is done at the applicant's risk.

Applicant's Signature: 

Date: 9/29/20



Arlington Fire Department Town of Arlington

Administrative Office
411 Massachusetts Ave, Arlington, MA 02474
Phone: (781) 316-3803 Fax: (781) 316-3808
Email: rmelly@town.arlington.ma.us

Ryan Melly
Deputy Fire Chief

Checklist for food sales ownership conversion.

- All exit signs and emergency lights must be tested and in good working order
- FACP **must** have annual test paperwork on hand and be free of trouble and alarm signals
- Sprinkler system (if present) shall have current inspection tag
- All extinguishers must be hung with signs and a current inspection tag
- "K" extinguisher mounted and tagged in the kitchen area if using fat to cook
- All exits and exit paths must be in proper working order and free from storage
- No storage of excess combustibles allowed inside building or near exit ways
- Hoods must have current inspection/cleaning sticker attached
- Kitchen extinguishing systems must have current inspection tags
- If Ansul or Sprinklers present FACP must report to monitoring company
- Address must be clearly visible from the street
- Electrical panels must be accessible from floor to ceiling for the entire width
- Call for inspection after all has been completed 781-316-3803

APPLICANT SIGNATURE SECTION:

I have received the above report and acknowledge said inspection. I fully understand that no work is to commence at the premises of the proposed location of which is the subject matter of this inspection report until the license is approved by the Select Board; furthermore, any work done is done at the applicant's risk.

Applicant's Signature: 

Date: 9/29/20

**OFFICE OF THE SELET BOARD
TOWN OF ARLINGTON - INSPECTION REPORT**

Report is due at the Office of the Select Board by September 30, 2020
ONE REPORT IS REQUIRED FROM EACH DEPARTMENT.

Location: 242 Massachusetts Avenue
Applicant's Name: Emadeldine Derebala
D/B/A: Venice Italian Kitchen
Telephone: 781-417-9537
Department: Sent Via E-mail Date: 9/30/2020

MEETING DATE: October 5, 2020

Inspected By:

RE: COMMON VICTUALLER LICENSE

Police
Fire
Board of Health
Building
Planning---Ali Carter, Economic Development Coordinator

INSPECTION REPORT SECTION:

The proposed business is located in the current site of Luigi's Italian Kitchen. The proposed use is a 12-seat restaurant that does primarily take-out business. Located in a R6 Apartment/Medium Density Zoning District, this is an appropriate use for this location.

The Department has no objection to the issuance of a Common Victualler license to this business.

Any changes in signage, including signs in the window, and changes to the façade of the building may be subject to review by this Department. The Applicant is reminded that all signs, including re-lettering of the existing signs require a permit issued by the Building Department. Other provisions of the Zoning Bylaw may apply as determined by the Building Inspector.

APPLICANT SIGNATURE SECTION:

I have received the above report and acknowledge said inspection. I fully understand that no work is to commence at the premises of the proposed location of which is the subject matter of this inspection report until the license is approved by the Select Board; furthermore, any work done is done at the applicant's risk.

Applicant's Signature: 

Date: 9/29/20

OFFICE OF THE SELECT BOARD

730 Massachusetts Avenue

Town of Arlington

Massachusetts 02476-4908

(781) 316-3020

(781) 316-3029 fax

\$60.00 Filing Fee

Inspections Dept. at 51 Grove St. must review completed application before returning to this office.

APPLICATION

To the Licensing Authorities of the Town of Arlington

The Undersigned hereby makes application for a

COMMON VICTUALLER LICENSE (Eat In)

FOOD VENDOR LICENSE (Take Out Only)

Location 242 massachusetts Ave., Arlington, MA 02474

Name of Applicant Emadeldine Derebala

Corporate Name (if applicable) _____

D/B/A ^{Venice} ~~Alfredo~~ Italian Kitchen

Date 09/04/2020

I/We hereby agree to conform in all respects to the conditions governing such License as printed in the By-Laws of the Town, and such other rules and regulations as the Selectmen may establish. With the signing of this application, the applicant acknowledges that:

- A. It is understood that the Board is not required to grant the license.
- B. no work is to commence at the premises of the proposed location which is the subject matter of this application until the license is approved by the Select Board, and, furthermore, any work done is done at the applicant's risk, and
- C. in the event of a proposed sale of a business requiring a Common Victualler License, an application for a transfer of said license will be deemed to be an application for a new license (subject to the rules and regulations herein contained), and the owner of such business shall be required to file with the Select Board a thirty day notice of his intention to sell same before such application will be acted upon by the Select Board.
- D. That the license is subject to revocation if the holder of the license does not comply with Town By-Laws or the Rules and Regulations of the Board.

Print Name Emadeldine Derebala

Signature Name EMAD DERBALA

Phone (Home) _____ (Business) _____

Email DERBALA444@YAHOO.COM

INFORMATION RELATIVE TO APPLICATION

Breakfast _____

Yes ___ No _____

Lunch _____

Yes No ___ _____

Dinner _____

Yes No ___ _____

Do you own the property? Yes ___ No Tenant at Will ___ Lease 5 (years)

Hours of Operation:

Day monday to sunday Hours 10am to 10 pm

Day _____ Hours _____

Day _____ Hours _____

Floor Space 650 Sq. Ft. Seating Capacity (if any) 12

Parking Capacity (if any) _____ spaces Number of Employees 6

List Cooking Facilities (and implements)

the facilities has 2 oven 3 feet grill 2 feet charboriel 1 stove 2 fryer 2 salad unit

2 frezer walking fridge

Will a food scale be in use for sale of items to the public? Yes ___ No

Will catering services be provided by you? Yes No ___

The following items must be submitted with the application:

- | | |
|--|---------------------|
| 1. Layout Plan of Facility & Fixtures | Date Received _____ |
| 2. Site Plan (obtained at Bldg. Dept., 51 Grove St.) | Date Received _____ |
| 3. Outside Facade and Sign Plan (dimensions, color) | Date Received _____ |
| 4. Menu | Date Received _____ |
| 5. Maintenance Program | Date Received _____ |

If the facilities are not yet completed, provide estimated cost of work to be done \$ _____

FOR OFFICE USE ONLY

Scheduled Hearing when Application will be presented to Select Board for approval:

Date _____ Time _____

Board Action: Approved Yes _____ No _____

APPLICANT'S RESUME

Food Business Experience of Applicant

From 1992	to present
Employee 14	D/B/A Alfredo Italian Kitchen somerville
Sole Owner yes	Location 284 BROADWAY SOMERVILLE
Partnership	Type Food italian food
Corporation younis inc	Number of Employees 14

From 2017	to PRESENT
Employee 11	D/B/A copeland pizza
Sole Owner partner	Location 150 copeland st Quincy
Partnership yes	Type Food greek
Corporation copeland pizza	Number of Employees 11

List any other information that you feel will assist in the review of this application.

i been in food bussiness since 1992 i have owen and manage many restaurant with success by providing good quality food and good customer service

Maintenance Program for Alfredo's Italian Kitchen 242 Mass Ave., Arlington, MA 02474

Daily Maintenance:

- The Kitchen appliances will be fully washed and cleaned.
- All floors will be washed, wiped and vacuumed multiple times a day.
- Bathroom will be cleaned and disinfected multiple times a day.
- Team area will be cleaned.
- Perishables and spoilage will be examined.

Two or more times maintenance per week:

- Dumpster located at the rear of the premises will be emptied twice a week or more frequently if needed by ***the JRM trash Company***
- Refrigerators will be cleaned and tested.
- Windows and store front will be cleaned.

Monthly Maintenance:

- Exterminator insects and/or rodents as needed. ***The A1 Exterminator Company*** control service will be used.
- The cooking hoods will be cleaned (more comprehensive maintenance of cooking hood will be performed every 3 months). ***The Royal Hood company*** will be used for this task
- Walls will be cleaned and behind the cooking equipments.
- The front exterior of the restaurant will be cleaned.

Six-month interval Maintenance:

- Freezers will be cleaned and checked (more often if needed)

Miscellaneous:

- A Service contractor will be negotiated for the maintenance of the heating and AC system as well as the restaurant equipments.







Town of Arlington, Massachusetts

For Approval: Amendments to the Temporary Outdoor Dining License Regulations

Summary:

Ali Carter, Economic Development Coordinator

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	TODL_regulations_rev_9.29.20.pdf	Reference

TOWN OF ARLINGTON TEMPORARY OUTDOOR DINING RULES AND REGULATIONS

Monday June 1, 2020

Revised September 29, 2020

ARTICLE I - GENERAL

Section 1 - Purpose and Scope

The 2020 COVID-19 pandemic has caused not only a public health crisis; it has also triggered a worldwide economic crisis. Public health requirements for social distancing have placed new burdens and challenges on the business community to provide more physical space between customers and staff. In an effort to respond to the new social distancing requirements, the Department of Planning and Community Development recommends temporary outdoor dining regulations that will allow local restaurants to establish outdoor seating on sidewalks, parking lots, on street parking spaces, or landscaped yard areas around their restaurants to provide more space for seating their patrons and picking up To-Go orders. These regulations will be in effect until further notice following review of the Select Board.

Outdoor dining areas of appropriate design, configuration and appearance can be an attractive amenity throughout the warmer months of the year. Temporary Outdoor Dining License (“TODL”) applications will be reviewed by Town staff for compliance with these guidelines and will be forwarded to the Select Board office for administrative approval. TODL License are intended to be compatible with regular outdoor dining and seating licenses. TODL Licenses, like regular licenses must be reapplied for annually so as to assure that they remain in compliance with terms of the original approval and are adequately maintained from year-to-year, but may be terminated at any time the Select Board determines the purpose of temporary outdoor seating is no longer served by such licenses.

Section 2 - Design and Appearance

Outdoor dining areas must be distinguished from their surroundings by some form of perimeter fence or barrier. Appropriate perimeter materials include, but not limited to demountable wrought-iron fences; or individual planters of wood, masonry, or terra cotta; or other fencing deemed acceptable by Town staff. The public sidewalk or street may not be damaged by the installation of any perimeter treatment. Cafe umbrellas are allowed; umbrellas and furniture should be of a design appropriate to the character of the building. Trash receptacles should be integrated in the design and materials with other outdoor cafe elements.

Section 3 - Pedestrian and Wheelchair Passage

These temporary regulations allow the restaurant operator to place outdoor dining tables and chairs, umbrellas, lighting, service equipment, perimeter fences or barriers to occupy a defined area of the sidewalk. In some cases, the Department of Public Works (DPW) can erect temporary barriers on the street to allow for the passage of pedestrian and wheelchair traffic around the portion of sidewalks devoted to outdoor seating in compliance with Americans with Disabilities Act standards.

Section 4 - Outdoor Food Preparation

Outdoor food preparation is not allowed unless specifically authorized by the Health Department.

Section 5 - Alcoholic Beverages

Approval of an outdoor dining area shall not be construed as an approval for the alteration or extension of premises where alcoholic beverages are served. The serving or consumption of alcohol outside of the premises of a duly licensed establishment to serve alcohol must be approved by the Select Board on a case-by-case basis. Interested establishments with alcohol licenses should submit an additional request for a temporarily amended alcohol licenses to the Select Board. The only change permitted is to the description of the premises providing that alcohol may be served in outdoor seating that was added or re-configured pursuant to these regulations. All temporary amendments shall remain in effect until sixty (60) days past the end of the state of emergency, or by Order of the Governor rescinding COVID-19 restrictions on dining establishments, whichever is sooner.

Section 6 - Temporary Seating & Parking Relief

Due to the seasonal and temporary nature of an outdoor dining area and reduced occupancy loads required by emergency regulations, the seating within an outdoor dining area will not be interpreted as an increase in the number of seats serving a restaurant or eating establishment, and will not be counted towards any off-street parking requirement. However, in no event shall the overall number of seated customers shall exceed the number of seats available, as permitted and supplemented by a regular outdoor dining/seating license.

ARTICLE II - SUBMISSION AND APPROVAL OF APPLICATIONS

Section 1 - Application Procedure

Applications for TODLs shall be submitted to the Health Department. The Health Department will review the application and plan for outdoor seating and will consult with the Building, Fire, Public Works, and Planning Department. All plans must comply with any applicable Massachusetts Governor's orders, Massachusetts Department of Public Health orders and guidance documents for social distancing and for food services establishments. If the outdoor seating plan is acceptable and the application form is complete, they will forward it to the Select Board office for administrative approval. Outdoor seating permits may include conditions of approval such as daily cleaning and maintenance of the outdoor seating area. If additional information is needed or a revision to the seating plan is required, they will contact the applicant. Applications shall be submitted on the attached form along with a plan for the outdoor seating area and an insurance certificate as described below.

Section 2 - Plan Requirements

A neatly drawn plan will be submitted depicting the precise area of the proposed outdoor dining area, the arrangement of outdoor dining furniture, perimeter fencing, cafe umbrellas, outdoor heaters, and any other equipment. Areas designated for picking up take-out food shall also be shown on the plan. Tables and chairs shall be separated by at least six feet to provide for social distancing. Take-out food pickup areas shall also be a minimum of six feet from patron seating areas. The restaurant shall follow all other social distancing and virus prevention measures as outlined by the Board of Health, which are not associated with an outdoor seating plan. Smoking is prohibited in all outdoor dining areas.

If a restaurant will be utilizing an existing parking lot or yard area, a plan with the same requirements is required. Outdoor seating proposed for a parking lot shall not occupy more than 50% of the required parking spaces.

Section 3 - Insurance

The Restaurant Owner shall carry or require that there be carried Workers' Compensation Insurance for all employees and those of its contractors and/or subcontractors engaged in work at the outdoor dining facility, in accordance with the State Workers' Compensation Laws. In addition, the Restaurant Owner shall carry Comprehensive Public Liability and Property Damage Liability Insurance with limits hereinafter set forth to cover the Restaurant Owner and its contractors and subcontractors against claims due to accidents which may occur or result from operations under this Agreement. Such insurance shall cover the use of all equipment related to the provision of outdoor dining services. The Comprehensive Public Liability and Property Damage Liability Insurance shall insure against all claims and demands for personal injury and property damage with respect to the sidewalk dining facilities and services, with limits of One Million Dollars (\$1,000,000) for property damage, One Million Dollars (\$1,000,000) for injury or death to one (1) person, and Two Million Dollars (\$2,000,000) for injury or death of more than one (1) person in a single accident. If such limits are not commercially available at a reasonable cost to the Restaurant Owner, such insurance may be maintained at such lower limits that are commercially available at a reasonable cost; provided, however, that the Restaurant shall notify the Town in advance of the effective date of any such lower limits. The Town shall be named as an "additional insured" in all policies for such insurance and the Restaurant Owner shall furnish a certificate of insurance to the Town prior to commencing provision of the facilities and services authorized under these regulations. Where such insurance is renewed or replaced the Restaurant Owner shall furnish the Town with a certificate of insurance evidencing the same.

Section 4 - Approval by the Select Board office

Following receipt of a favorable recommendation from the Public Health Director, the Select Board office may approve a TODL. Upon approval of an outdoor dining area by the office of the Select Board, the owner and operator of the restaurant and Select Board office staff will sign the License Agreement which has been prepared for these purposes by Town Counsel.

ARTICLE III - AMENDMENTS

These rules may be amended by a majority vote of the members of the Select Board provided such amendment is presented in writing at a regular meeting and action taken thereof at a subsequent regular meeting.

ARTICLE IV - EFFECTIVE DATE

These rules were adopted at a regular meeting of the Select Board on October 5, 2020 and became effective as of that date.



Town of Arlington, Massachusetts

Discussion: Plan to Implement & Outreach for Mary Street Shared Streets Pilot

Summary:

Adam W. Chapdelaine, Town Manager

ATTACHMENTS:

Type	File Name	Description
▢ Reference Material	Planning_Memo_-_Mary_Street_Pilot_Shared_Street_Update.pdf	Memo from Planning Department



TOWN OF ARLINGTON
DEPARTMENT OF PLANNING and
COMMUNITY DEVELOPMENT

TOWN HALL, 730 MASSACHUSETTS AVENUE
ARLINGTON, MASSACHUSETTS 02476
TELEPHONE 781-316-3090

**Discussion - Plan to Implement & Outreach for Mary Street Shared Streets
Pilot MEMORANDUM**

To: Adam Chapdelaine, Town Manager
Cc: Jennifer Raitt, Director of Planning & Community Development
Mike Rademacher, Director of Public Works
Chief Julie Flaherty, Arlington Police Department
From: Daniel Amstutz, Senior Transportation Planner
Date: September 30, 2020
RE: Mary Street Pilot Shared Street Update

On August 17, 2020, the Select Board approved a pilot shared street project on Mary Street between Margaret Street and Wilson Avenue. To support the creation of this pilot project, the Department of Planning and Community Development (DPCD) applied for funds from the Massachusetts Department of Transportation (MassDOT) Shared Streets and Spaces Program. On September 11, The Town received a grant for this project for \$10,947. The grant is being used to purchase materials to create gateways, traffic calming, and install signage to pilot the shared street. Due to the time-limited nature of the grant, the pilot project must be installed this fall. Town staff expect to implement the project on Saturday, October 10. The pilot project will remain in place for 5-6 weeks, concluding the week of November 16. During winter 2021, Town staff will evaluate the data collected from the pilot project to determine its effectiveness.

Further information about this project is provided below.

Background, Public Engagement, and Data Collection

Project Background

The purpose of the Mary Street shared street pilot project is to promote social distancing for people walking and bicycling while at the same time reducing and slowing car traffic on Mary Street. Several residents of the neighborhood, as well as Mary Street abutters, nominated Mary Street to become a shared street during the initial Brooks Avenue area shared street demonstration project in May 2020. After being contacted by Town staff to follow-up with their nomination, in late July and early August the neighborhood residents gathered support from local abutters and other neighborhood residents for a pilot shared street on Mary Street and received approval from the Select Board on August 17. As mentioned above, DPCD then applied for and received a grant from MassDOT to support implementation of the project.

Public Engagement

DPCD developed a strategy of public outreach and engagement to ensure comprehensive notification and understanding of the project by neighborhood residents and the wider Arlington community. This strategy includes the following:

- A letter was mailed to all abutters along Mary Street the week of September 22; the letter included a description of the project purpose and timeline, frequently asked questions and answers about shared streets, detailed information about the temporary traffic calming measures to be used, and information about how to comment on the proposed design of the project with comments due October 2;
- [A press release and news item was posted to the Town's website](#) on September 25, which links to a copy of the package mailed to Mary Street abutters, a more detailed visual of the proposed design, and copies of presentations to the Select Board about shared streets from May, June, July, and August;
- Emails to residents of Mary Street, both supportive of the project and with concerns, with a request to distribute the news item and associated materials to the wider neighborhood;
- A message sent through the East Arlington Neighbors WhatsApp group (part of the Arlington Helps mutual aid network) with links to the news item and associated materials for review and distribution;
- An E-notification and social media the week of October 5, in advance of the project installation;
- Email notifications to residents who provided comments or feedback on the Brooks Ave shared streets pilot project, nominated a shared street, or otherwise have been involved with Arlington's shared streets; and
- Flyers on abutting residences and around the neighborhood (as staff and volunteer capacity allow) in advance of the project implementation the week of October 5.

As of September 30, Town staff had received three questions about the project and its design: a concern about cut-through traffic using other streets in the neighborhood to avoid Mary Street; a question about implementing this project now instead of at a later date; and a question about whether the existing turn restriction signs on Lake Street would be changed or impacted by the project. In response to the first question, it is expected that cut-through traffic will be discouraged from using other neighborhood streets because it is more difficult and inconvenient to navigate the neighborhood on the other streets. Additionally, if cut-through traffic uses Mary Street anyway they will be slowed by the traffic calming elements as part of the project and may be discouraged to use Mary Street in the future. Regarding the second question, the project is intended to provide social distancing during the pandemic, slow traffic at all times of day, and must be implemented this fall as part of the terms of the grant. Finally, there will be no changes to the turn restrictions from Lake Street into the neighborhood as part of this project; they will operate as normal.

Data Collection

Similar to the Brooks Avenue pilot project, Town staff plan to collect before and after data of car traffic volumes and speeds on the street; before and after data of usage by people walking and biking, as well as general observations of safety, social distancing, and mask usage; and comments from abutters and local residents on perceptions of safety, traffic speed, volume, and other concerns. Staff will do their best to be responsive to residents' needs and experiences during the project implementation. These data will be evaluated to understand the effectiveness of the pilot project in winter 2021.



Town of Arlington, Massachusetts

Discussion: Racial Equity Work in the Coming Year

Summary:

Adam W. Chapdelaine, Town Manager

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	Racial_Justice_Teach-ins_Description.pdf	Reference

Racial Justice Teach-ins for the Town of Arlington

I. Overview

In effort to forward the racial equity work of the Town, Powerful Pathways proposes to hold “teach-ins” workshop style discussions on racial justice topics. Due to the COVID-19 pandemic, the session will be held virtually.

II. Objectives:

- To help participants develop shared understanding of key terms
- To help participants consider methods in which they can support racial justice in their own lives and work.
- Through a facilitated peer learning process, participants develop best practices for positive collection action to support racial justice on an ongoing basis in the Town.

Each teaching is a different module of 120 minutes (2 hours). Depending on the time constraints, each module should take place within reasonable time after another to ensure continuity of participants and content retention. For example, for a 4-month long process, each module session should occur within at most 2 weeks of another. For a 6-month process, each module can occur once a month, with “homework assignments” in between sessions to maintain engagement and preparedness of the participants.

III. Descriptions

Training 1. Understanding Foundational Terminology

This module will focus on raising and developing shared definitions of terms that will permeate throughout the entire life cycle of the training program. These include but are not limited to: “equity”, “diversity”, “inclusion”, “popular education”, “The Four I’s” as well as common terminology used in transportation planning.

Participants will then discuss the difference between outreach, public participation and community engagement, and why inclusive planning is vital in this process. This will lay the foundation for the following modules.

Interactive workshop sample activities: Model City & Vocabulary Jeopardy!

Training 2: Identity and Cultural Efficacy

Research beyond general demographics

- History – knowing the story
A short introduction to understanding the history and nuances about the community
- Developing your cultural competency

A brief exercise on cultural efficacy ('Cultural Competency is Not Real')

- Traditional & Non-traditional assets

An exercise in identifying traditional and non-traditional assets in a community

Interactive workshop activity: Communicating Across Difference

Training 3: Different People Engage Differently; Tools for Diverse Participation

- The Iceberg: Challenging Perceptions - An exercise in understanding the identity
- Accessibility
An overview of basic ADA standards, as well as universal adaptive practices (heights and widths, visual aids, Multi-option Visuals for wayfinding, etc)

Interactive activity: Mattering vs Marginalizing

Training 4: Local Action; Global Change

This module explores the importance of having Courageous Conversations, and how one can have those conversations. Revisiting the 4 I's of Equity, we will discuss how systems influence us and cultural conditioning make it hard for us to have difficult conversations.

Participants will then break into small groups and practice in a safely structured setting.

Interactive workshop activities: My Uncle Jim, and Other Tough Conversations

Training 5: More than a Non-Racist: How to be an Anti-Racist

The final session puts the participants as the lead. We begin with thought-share with one another via an Open Space Technology. Participants will then talk with one another, with a facilitator present, in a world café style reflection exercise – a series of discussions about the training experience, lessons learned and changed behaviors.

The last component is an evaluation process exercise.

Interactive workshop activity: Program Evaluation

IV. Consultant Qualifications and Credentials

About Powerful Pathways:

Powerful Pathways (www.powerfulpathways.org) is a public interest consultancy and social practice works in planning, policy and creative placemaking using creative tools and design thinking methods within a social equity framework.

We work with public agencies, social impact businesses, and non-profits to advance innovative solutions that drive economic, environmental and social change.

This includes but is not limited to:

- Culturally Competent Diverse & Inclusive Community Planning
- Creative Public Engagement and User Experience Strategy
- Designing strategic events in the areas of public policy & placemaking
- Equity Implementation and Training
- Research and;
- Project Technical Assistance

Additional areas of work: civic design, policy writing, business development planning, coaching, organizational development and strategic planning, facilitation, fundraising support and graphic design.

Team Bios:

Allentza Michel is the Founder of Powerful Pathways. She is an urban planner, artist and intercultural facilitator with a background in community organizing and organizational development. Allentza has brings 17 years of diverse experience in the public and non-profit sectors at the local, national and international levels in:

- Transportation Policy
- Community Development;
- Education;
- Economic & Workforce Development;
- Organizational Development and;
- Food Security

Ms. Michel has served in various roles in transportation policy and planning. She also has several years of experience in designing and leading training and speaking on cultural competency, inclusion, equity and community engagement. Previously she served on the Equity Committee for the Metropolitan Area Planning Council, supported establishing priorities for the Boston Alliance on Racial Equity and is a trainer for the Action for Regional Equity Network. Allentza received a Master's in Public Policy from Tufts University's Department of Urban and Environmental Policy and Planning with a concentration in transportation and community development. She also holds a graduate certificate in Non-profit Management from Boston University's Questrom School of Management and B.As in English and a Social and Political Systems from Pine Manor College. Ms Michel speaks Haitian Creole (fluent), Spanish (working proficiency) and French (intermediate) and Japanese (conversational).

Ruby Reyes is a community advocate and non-profit professional with a range of advisory, administrative and organizational development experience. She spent ten years with The City

School, a social justice youth education non-profit, first as a Development Associate and eventually graduating as Co-Executive Director. There she developed innovative shared leadership models that institutionalized that included equitable stakeholder voice in all parts of the organization from the board to staff to fund development. Prior to that she worked as a college and career counselor focusing on at-risk and immigrant students. She has a B.A. in Communications with a concentration in Journalism and Literature from Emerson College and is fluent in Spanish.



Town of Arlington, Massachusetts

Discussion & Approval: Town Manager Evaluation Process

Summary:

Adam W. Chapdelaine, Town Manager

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	TM_Performance_Eval_2020.pdf	Town Manager Performance Evaluation
▢	Reference Material	TM_Eval_Form_Approved_02-25-2013.pdf	TM Evaluation Form



**Town of Arlington
Office of the Town Manager**

**Adam W. Chapdelaine
Town Manager**

**730 Massachusetts Avenue
Arlington MA 02476-4908
Phone (781) 316-3010
Fax (781) 316-3019
E-mail: achapdelaine@town.arlington.ma.us
Website: www.arlingtonma.gov**

To: Members of the Select Board
From: Adam Chapdelaine, Town Manager
RE: Town Manager Performance Evaluation
Date: October 1, 2020

I am writing to the Board today to prompt the beginning of the Town Manager evaluation process for what will now be the seventh year. For the past six years, we have used an evaluation instrument agreed to by the Board to go along with a Narrative Self Evaluation and an update on Town Manager goals provided by me. I have provided a copy of the evaluation instrument along with this memorandum for your review. I would like to suggest a timeline for the Board to accept at Monday's meeting, and also hear feedback from Board members regarding the process that has been in place. The proposed timeline is as follows:

October 19, 2020 –Town Manager provides Board with Narrative Self Evaluation, updated goals document, and a copy of the evaluation instrument.

October 19, 2020 – November 20, 2020 – Board members complete evaluation instrument.

November 20, 2020 – Completed evaluation instruments are transmitted to the Chair of the Board.

November 20, 2020 – December 4, 2020 – Chair of the Board works with HR Director to compile scores from evaluation instrument and create one comprehensive evaluation document.

December 7, 2020– Evaluations are discussed by the Board in public session at the regularly scheduled Board meeting.

I look forward to the beginning of the evaluation process and working with the Board to continually enhance my performance as Town Manager.

I'd also like to note that Section 13 of my current employment requires the Board to provide me with one year prior written notice if it does not intend to renew my contract and if such notice is not provided, the severance pay provisions of the agreement are enforced. Given that the current agreement expires February 10, 2022, the one year window is approaching. I am informing the Board of this matter as a reminder. I'd be happy to answer any questions about this matter.

**Town of Arlington
Select Board Policy**



Town Manager Performance Review Instrument

Effective Date	2/25/2013
Revisions	
Approval Date	2/25/2013

POLICY AND PURPOSE

The purpose of this review instrument is to formally appraise the Town Manager's performance on an annual basis. The document allows the Select Board to assess the Town Manager's performance in management practices and in the accomplishment of goals. Through the review procedure, Board members will recognize strengths, offer positive feedback, and suggest any areas that require corrective action.

Individual performance review forms will be prepared by members of the Select Board. The Chair or his or her designee will prepare an overview document, compiling the scores and comments of individual board members.

PROCEDURE

1. The period of review is March 1 through February 28.
2. The Town Manager will submit a narrative self-evaluation; a copy of the narrative and a blank review form will be distributed to each Board member at that time.
3. Board members will submit reviews by a date set by the Chair. The Chair, in cooperation with the Human Resources Director, will compile scores from individual reviews and develop a consensus overview document.
4. Board members may meet individually with the Town Manager to discuss aspects of the performance review document.
5. The Chair will provide the other Board members and the Town Manager with the consensus review overview document prior to the meeting at which the document will be publicly discussed.
6. The overview document will be finalized for placement in the Town Manager's file at a regular meeting of the Select Board.

**Town of Arlington
Town Manager Performance Review Form**

Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space.

Rating Scale (1-5)

Unsatisfactory (1) The Manager’s work performance is inadequate and inferior to the standards of performance required for the position.

Improvement Needed (2) The Manager’s work performance does not consistently meet the standards of the position.

Meets Expectations (3) The Manager’s work performance consistently meets the standards of the position.

Exceeds Expectations (4) The Manager’s work performance is frequently or consistently above the level of a satisfactory employee.

Excellent/Highly Commendable (5) The Manager’s work performance is consistently excellent when compared to the standards of the job.

1. Personal Characteristics	1	2	3	4	5	N/A
a. Exhibits honest and ethical behavior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Acts in a fair and equitable manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Effectively deals with unforeseen issues and problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Shows resilience by maintaining energy and motivation despite constant demands. Responds well to stressful situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Displays creativity, innovation, flexibility and appropriate risk taking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

2. Professionalism	1	2	3	4	5	N/A
a. Is fully knowledgeable and committed to the field of local government management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to enhance skills and abilities through educational opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Actively participates in professional municipal management organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Encourages staff training and development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

3. Public Relations/Communications	1	2	3	4	5	N/A
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Is reasonably open and available to the public and responsive to citizen complaints or requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Communicates effectively to the media.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps the citizenry informed of current issues in Town government.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

4. Board Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice to the board, including appropriate alternatives and recommendations, based upon thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements policy matters and other directives adopted by the Select Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Listens and understands Board member concerns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

5. Community Leadership	1	2	3	4	5	N/A
a. Provides leadership within the community by being visible and approachable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Supports and recognizes the efforts of volunteer citizens and groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains effective communications with other communities, state agencies, and municipal organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Maintains effective communications with state and federal elected representatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

6. Organizational Leadership/Personnel Management	1	2	3	4	5	N/A
a. Provides leadership, motivation and support within the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Builds and motivates a team, providing direction and monitoring/adjusting performance as required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Assures selection for employment of the best-qualified personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Assures systematic performance review of staff in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Establishes high standard of performance for all managers; recognizes, develops, and utilizes their leadership abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Effectively leads collective bargaining efforts with unions; keeps the Board informed on progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

7. Financial Management	1	2	3	4	5	N/A
a. Prepares a timely and realistic annual budget proposal in a manner that promotes full understanding of issues and needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs sound fiscal management practices for the development of the operating and capital budget recommendations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Effectively monitors and controls budget expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Provides complete and accurate financial information to facilitate budget deliberations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Creatively manages available resources to increase productivity and efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Develops and maintains a long-term financial plan for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

8. Planning and Organization	1	2	3	4	5	N/A
a. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Adequately prepares Board for Town Meeting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Establishes appropriate goals and objectives for performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

OVERALL RATING	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Recognized Strengths:

Areas for Improvement:

Name of Board Member: _____

**Town Manager Performance Review Form
Acknowledgement of Receipt**

This is to acknowledge the fact that the performance review was conducted by the Select Board in accordance with the applicable procedures and that the Town Manager has received the overview document with the compilation of scores.

SELECT BOARD

Date: _____

TOWN MANAGER

Date: _____



Town of Arlington, Massachusetts

Discussion & Vote: Select Board Policy Changes

Summary:

John V. Hurd, Chair

Joseph A. Curro, Jr., Vice Chair

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	Handbook_Policy_Changes.pdf	J. Curro Handbook Policy Changes

4

Select Board Code of Conduct

It is the ~~long-standing~~long-standing intention and tradition of the Select Board to act as a single body in the best interests of the people of the Town of Arlington, and to maintain a civil decorum becoming of the citizenry the Select Board serves. Even as individual members may passionately disagree with one another, members of the public, or Town employees, engaging in lively discourse, the Select Board shall endeavor to conduct itself as a whole in the most professional of manners. To that end, the Select Board members pledge their commitment to the following self-enforced code of conduct ~~developed by~~drawn from the work of the Massachusetts Municipal Association ~~and others~~ and modified for Arlington's governance.

A. Board-Community Relations

A member of the Select Board, in relation to his or her community shall:

1. Conduct himself or herself with the understanding that his or her basic function is to make policy. ~~1. with implementation and administration is invested in the Town Manager by the Town Manager Act;~~
2. Maintain the perspective of being part of one larger political body, appropriately respecting collective Board decisions and policies;
3. Be ~~well-~~well-informed concerning the duties of a Board Member on both local and state levels;
4. Remember that he or she represents the entire community at all times;
5. Be mindful that a member is privileged to serve, requiring selfless service that does not yield- inappropriate personal benefits based on his or her work as a Select Board Member; ~~and~~
6. Adhere to the ethical rules and guidelines established by the State, refraining from use of status or power to obtain improper benefits for themselves or others; ~~and.~~
- 6.7. Be attentive and respectful toward all persons appearing before the Board.

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B. Board-Manager Relations

Each Select Board Member, in relation to the appointed Town Manager, shall:

1. Endeavor to establish sound, clearly defined policies that will direct and support the Town Manager in the administration of the Town;
2. Provide the Town Manager full discretion for discharging his or her duties;
3. Recognize and support the administrative chain of command, reporting citizen complaints to the Town Manager;
4. Refrain from instructing Town Department Heads;
5. Exercise good judgment in contacting Town personnel supervised by the Town Manager.

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Questions and/or requests for information or assistance on matters of policy under the Board's jurisdiction should be directed to the Town Manager, Town Counsel, or Department Heads with the Town Manager's knowledge.

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C. Internal Board Relations

A member of the Select Board, in his or her relations with fellow Board Members, should:

1. Recognize that action at official legal meetings is binding and that he or she alone cannot bind the Board outside of such meetings;
2. Refrain from public statements or promises of how he or she will vote on matters that will come before the Board until he or she has had an opportunity to fully vet the issue during a Board meeting;
3. Make decisions only after all facts on a question have been presented and discussed;
4. Uphold the intent of executive session and respect the privileged communication that exists in executive session;
5. Refrain from communicating the position of the Select Board to anyone unless the full Board has previously agreed on both the position and the language of the statement conveying the position;
6. Treat with respect the rights of all Members of the Board despite differences of opinion; ~~and~~
7. Afford Members of the Board the opportunity to speak on matters in Board meetings and hearings without interruption; ~~and~~

7.8. Respect the authority of the Chair in the conduct of meetings.

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D. Board-Town Staff Relations

A member of the Select Board, in his or her relations with Town staff, should:

1. Treat all staff as professionals, ~~that respects~~ing the abilities, experience, and dignity of each individual;
2. Exercise caution and discretion in public criticism of any individual Town employee. Member concerns about performance of staff reporting to the Town Manager ~~– or, with the exception of the annual performance review process, regarding the performance of the Town Manager --~~ should, under ordinary circumstances, only be articulated to the Town Manager, or, in limited circumstances, other appropriate Town personnel, such as Town Counsel and Department Heads.
3. Keep requests for staff support to a minimum wherever ~~possible, and possible~~and insure that all requests go through the Town Manager's Office or between such office and the Select Board.
4. To the extent practicable, ~~insure that any materials or information provided to an individual member from a staff member be made available to all Select Board Members.~~

As a final matter each Select Board Member, as an elected official, has an individual and specific series of ethical obligations under Massachusetts' "Conflict of Interest" statute, G.L. c. 268A, as well as Office of Campaign and Political Finance regulations. Moreover, the Board has obligations as a body to abide by a number of other important laws and regulations reflecting on its conduct, including, but not limited to, the Open Meeting Law and Public Records Laws. Both Members as individuals and the Board as a whole must be especially mindful of these obligations in addition to its self-enforced code of conduct.

6

Board Meeting & Hearing Procedures

Board meetings and hearings are the primary manner in which the Select Board members as a body conduct their work, both by tradition and operation of law. This section outlines the significant policies and practices of the Board in arranging and conducting meetings and hearings.

A. Notice of Meetings

The Office of the Select Board, on behalf of the Chair, is responsible for filing appropriate public notice of any Board meeting or hearing with the Town Clerk and post on the website at least 48 hours in advance, excluding Saturdays, Sundays and Legal Holidays. The Office of the Select Board, including the Board Administrator, shall take all steps necessary to ensure Board notices comply with requirements of the Open Meeting Law, as well as any other notice requirements germane to a given public hearing or agenda item under the laws of the Commonwealth.

Typically, notice must set forth the following information regarding any meeting or hearing:

- Date and time of meeting;
- Place of meeting; and
- A list of topics the Chair reasonably anticipates ~~to be being~~ discussed at the meeting or hearing. (See also Agendas, set forth in §5.C below).

B. Schedule & Location

Unless otherwise set forth on meeting notices, regular meetings of the Board are held at least twice per month on Monday evenings, September through June. Meetings are commenced generally at 7:15 p.m., and all business is to conclude by 11:00 p.m. unless extended by Board vote. The location of meetings unless otherwise specified in notices is in the Select Board's Chambers on the second floor of Town Hall.

During July and August, meetings may be scheduled on a monthly basis. The Board shall not meet on days designated as legal holidays. Meetings falling on a legal holiday are cancelled or rescheduled for another date at the discretion of the Board.

B-1. Hearings & Special Meetings

Hearings (conducted separately from regular meetings) and special meetings of the Board may be scheduled at the discretion of the Board regarding any matter within

their jurisdiction. Subjects of special meetings or hearings may include matters such as setting Board and Town Manager goals and objectives for the ~~year, or year or~~ warrant articles where regular meetings would not provide sufficient time to address all appropriate articles within a given Town Meeting cycle.

Any special hearings or meetings follow the normal notice procedure absent an emergency, or pertinent provisions of law setting forth further notice criteria than the Open Meeting Law.

-B-2. Emergency Meetings

An "Emergency Meeting" is defined by law as a sudden, generally unexpected occurrence or set of circumstances demanding immediate action. Emergency meetings of the Board may be called by the Chair or any member of the Board through the Board Administrator consistent with the requirements of the Open Meeting Law, which allows a meeting in special circumstances even though no notice was previously posted.

However, a notice should be posted at the earliest possible juncture; all Board Members must be notified by the Board Administrator; and a majority of Board Members must agree to convene an emergency meeting.

B-3. Virtual Meetings

At the commencement of any virtual meeting, a summary of governing laws or executive orders will be read by the Chair. A roll call will be conducted to confirm the presence of each member, and all subsequent votes shall be conducted by roll call. In an instance where a member loses their connection to the meeting, this shall be duly noted in the minutes with the time that the member was disconnected and the time when they returned.

In the case of virtual meetings, video, audio, and names of only Board members, selected staff, and others testifying on a particular agenda item, including Open Forum, will be displayed publicly. Efforts will be made to disable chat functions. In cases where this is not possible, Board members will restrict themselves to interacting with one another and other meeting participants through spoken interactions.

With the consent of the Chair, staff and other authorized individuals may use screen share functions to display relevant materials and presentations.

All virtual meetings shall be recorded for later on-demand distribution, and – where feasible – they shall be broadcast live and replayed on community access television.

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C. Agendas

C-1. Responsibility

The Chair of the Board holds the responsibility for coordinating and planning the regular agenda utilizing digital meeting management. Each of the members of the Board and the Town Manager may request items be placed on the agenda, but must communicate their desired agenda items both to the Chair and the Office of the Select Board. Ultimate authority over what items are to be placed on an agenda is vested in the Chair. However, any dispute with respect to agenda items requested, but not placed on an agenda, by members of the Board or the Town Manager may be raised during “new business” within a Board meeting.

The Board Administrator, after consultation with the Chair, shall schedule a realistic time period for each appointment, interview, conference, or other scheduled item of business and shall confirm all appointments including time allotted. Further, the Chair, in consultation with the Board Administrator and the Town Manager, shall decide the meeting date on which any given agenda item shall appear.

C-2. Timing

All items, including background and reference materials for a regular meeting agenda must be submitted to the Office of the Select Board by twelve noon on the Wednesday preceding the meeting so an agenda may be posted in a timely fashion.

Items of emergency or strictly routine nature that develop after closing of the agenda may be considered under “new business.” However, persons seeking action or approval from the Board such as license and permit applicants are advised that the Select Board will not ordinarily place untimely requests on the agenda due to lack of diligence by such applicants.

Moreover, to the extent feasible, the Office of the Select Board shall provide a revised agenda enumerating emergency or other authorized items added after the closing of the agenda, in advance of the meeting.

C-3. Format and Content

Agenda items will appear in a Board approved format. See Sample Agenda attached in Appendix Section A-3. An agenda item should be followed by the name of the person or board or committee requesting the item to be placed on the agenda.

C-4. Release and Distribution of Agenda Materials

For regular meetings the complete agenda with supporting materials (unless unavailable) shall be available to the public and the press at the Select Board's Office

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or on the website no later than noon Friday before the meeting date and shall be posted on the Town's website that same day. Similarly, the official weekly agenda will be available to the Select Board, the Town Manager, and Town Counsel on Thursday evening. All supporting materials (unless unavailable) including copies of the minutes and all important correspondence, reports and other pertinent background materials shall be electronically accessible to the Members of the Board, the Town Manager, and Town Counsel with the agenda.

The special meetings of the Board shall conform insofar as practical to the agenda for the regular Monday meetings. Distribution shall be as outlined above to the extent possible.

Additional copies of the agenda shall be available in sufficient quantity to distribute to those requesting a copy and to the people in attendance at the meetings.

C-5. Notification of Interested Parties

The Office of the Select Board shall notify persons who are directly involved in the issues to be discussed by the Board.

D. Meeting and Hearing Procedures

Meetings are to be conducted in accordance with generally accepted rules of parliamentary procedure. It is the Board's practice that application of such procedure be on a relatively informal basis, due to the size of the group and the desirability of flexibility in the expression of opinion. Robert's Rule of Order is used as a guide in matters requiring clarification or definition.

A quorum shall consist of three members of the Board. As a practical courtesy, action on critical or controversial matters, the adoption of policies or the making of critical appointments shall be taken whenever practicable only when the full Board is in attendance.

Actions and decisions shall be by motion, second and vote. Split vote will be identified by name. When only three members of the Board are present or in the case of nominations, no second will be required prior to Board action.

D-1. Remote Participation

The Board approves the use of remote participation by Members of the Board within the bounds allowed by the Open Meeting Law. All votes taken when any Board member participates remotely shall be conducted by roll call vote.

E. Citizen-Public Participation at Select Board Meetings

Meetings of the Select Board are meetings devoted to the business of the Town of Arlington that are conducted in public by duly elected members of the Board, as opposed to meetings of the public.

Unless directly involved in a public agenda item or within a hearing, citizens members of the public may only participate at a regular Board meeting at the discretion of the Chair, or upon request of any member of the Board.

A Public Comment or "~~Citizens~~-Open Forum" period will be scheduled at ~~each~~ most meetings to hear concerns of the general public ~~(some exclusions may apply)~~. Exceptions to this practice include meetings including warrant article hearings, meetings preceding sessions of Town Meeting, special meetings called for a limited purpose, goal-setting sessions, and any other situations at the discretion of the Chair

~~Citizens~~-Members of the public are welcome to raise new issues for future board agendas, identify community problems, and comment on past, present or future board agendas.

The issues raised will not typically be debated at such time.

Further, ~~Citizen's~~ Open Forum shall be conducted under the following rules:

1. Persons wishing to participate in ~~Citizens~~-Open Forum should sign up to speak on an appropriate Forum List prior to the commencement of the meeting and will generally be recognized in order;
2. There will be no vote or other actions or discussion by Board members based on Forum public comments, unless there is a properly posted agenda item pertaining to such subject;
3. Each speaker may speak only once for a maximum of three (3) minutes;
4. As noted by the Attorney General's Office, each speaker must first be recognized by the Chair before speaking;
5. Before speaking, participants should state their name, address, and if known, precinct; and precinct; and
6. All speakers will adhere to our commonly agreed upon standard of civility, specifically:

(a) -a) direct all comments through the Chair and not to other speakers, staff, or attendees;

(a)-treat others with respect;

(b)

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~~(b)~~ avoid personalities, refraining from disparaging remarks about any person or group, including employees; and

(c)

~~b)(d)~~ refrain from any conduct which substantively disrupts the Board's ability to conduct business, including lewd, offensive, or violent behavior.

Additionally, members of the public may present the Board with materials in support of their comments. However, presentation of audiovisual materials will only be allowed at the discretion of the Chair and must be provided to the Office of the Select Board by twelve noon on the Wednesday prior to the meeting.

The Chair's authority to maintain order at meetings shall include the authority to temporarily recess the meeting and – in extreme cases – to facilitate the removal of any individual who is disruptive of the Board's conduct of its business.

E-1. Public Recording of Meetings

Select Board ~~Meetings-meetings~~ are broadcast and recorded by Arlington Community Media, Inc., which provides members of the public free access to such recordings. However, audio and video recordings of meetings by members of the public are permitted under State Law so long as such recording does not interfere with the conduct of the meeting. By law, the Chair must be notified by any member of the public of their intention to record a meeting before the meeting commences. The Chair shall announce any such personal recordings as proscribed by law.

F. Executive Session

If practicable, Executive Sessions, other than a few minutes in duration, will be scheduled only at the end of the Open Meeting. Only items clearly allowed under the Open Meeting Law shall be included in Executive Session. An Executive Session shall not be held unless the Board has first convened in Open Session for which notice has been given. However, nothing herein shall restrict the Board from entering Executive Session at any time for any lawful purpose not previously reasonably anticipated by the Chair. A majority of the members must vote to go into Executive Session and the vote of each member must be by roll call recorded in the minutes. The mover must specify in the Open Meeting the grounds on which Executive Session is sought. Before the Executive Session, the Chair must state whether or not the Board will reconvene in Open Session.

- Executive Session Votes

All votes taken in Executive Session shall be recorded roll call votes made part of the records of the Executive Session.

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- Executive Session Records

The Board must maintain accurate records of both Open Meetings and Executive Sessions. At a minimum, the records must set forth "the date, time, place, members present or absent and action taken." Executive Session records shall remain confidential only "so long as the publication may defeat the lawful purpose of the Executive Session, but no longer." Thereafter they shall be open to the public. As such, the Board should periodically review its executive session minutes every three (3) months and vote to maintain confidentiality or release such records for public review following recommendations by Town Counsel.

G. Minutes

The Board Administrator shall draft minutes and shall distribute such minutes to the Board. Minutes are circulated to the Board on or before any Friday preceding a regular meeting for approval at such next regular meeting of the Board.

On request of any Board Member, approval of minutes submitted shall be postponed for one week to enable such Board Member to propose and circulate proposed amendments. Proposed amendments must be circulated to each member not later than the Friday preceding the meeting at which approval is sought.

Minor typographical corrections may be made with respect to minutes otherwise in order for approval, without advance circulation of such corrections or Board approval.

Minutes shall contain a statement of all actions taken by the Board and of the disposition of all proposals for action. Discussions preceding action need not be detailed in the minutes.

Approved minutes shall be recorded and filed consistent with Town Bylaws and Massachusetts Public Records Laws. Minutes of executive sessions shall be separately kept and recorded in accordance with the above procedures.

H. Electronic Communications

Electronic communications provide a powerful and efficient resource for Board Members' communication. However, e-mail also poses risks of both perceived and actual Open Meeting Law violations. Accordingly, in keeping with the best current practices in government transparency and Open Meeting Law compliance, Select Board Members should endeavor to:

- Treat fellow officials, staff members, and representatives of the public with respect, dignity, honesty, fairness, and integrity;

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- Refrain from any electronic communication exchanges between a quorum of members of the Board regarding Town business;
- Limit electronic communication exchanges between any members to discussion of procedural items regarding agendas and scheduling, etc.; and
- Refrain from debating policy or conveying opinions on matters before the Board via electronic communication among members of the Board whether or not among a quorum of members.

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Particular care should be exercised in the use of social media. Accordingly, Select Board Members should:

- Refrain from directing comments to other members of the Board;
- Be thoughtful about the manner in which comments are made;
- Differentiate between "official" sites and "private" sites, such as a campaign sites;
- Consider using separate accounts for campaign purposes and the period of official service;
- Be mindful of due process issues, particularly when a board member might be involved in the adjudication of the rights of others, discussing relevant matters only at a duly noticed hearing;
- Indicate when social media posts are made in a "personal" capacity;
- Consider using municipal e-mail addresses, rather than private e-mail addresses for "official" business;
- Use social media in an "official" capacity for public announcements, emergency alerts, and event reminders when such use does not contravene other relevant Board policies; and
- Refrain from engaging in online debate or discussion with members of the public concerning matters that are or could be pending before the Board.

Harassment or threats against Board Members or other Town staff or officials in digital forums will be taken seriously, particularly if they cause the target to have a reasonable fear of death or serious bodily injury to themselves or others. Such incidents should be referred by the Chair or any other Board Member to appropriate authorities, which may include the operators of responsible social media forums in cases of apparent breaches of terms of use and/or law enforcement agencies.

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- Board Members are encouraged to document harassing or threatening posts with screen captures and/or photographs and to enlist the support of colleagues and the public in censuring egregiously bad behavior.

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Licenses & Permits

Detailed license and permit policies and requirements are set forth in the Select Board's applicable License & Permit Policy-Manuals, available in the Select Board's Office. The following licenses and permits are approved by the Board:

LICENSES

All Alcohol Package Store License (6)

All Alcohol Restaurant License (20)

Wine & Malt Beverages Only License (18)

All Alcohol Club License (7)

Special Alcohol License (varies)

Theatre License (2)

Automatic Amusement License (4)

Cable Television License (3)

Contractor Drainlayer License (70)

Common Victualer License
(71)

Food Vendor License – Take Out Only (25)

Fortune Teller License (0)

Class I Auto Dealer License (new cars) (3)

Class II Auto Dealer License (used cars) (17)

Class II Auctioneer License (4)

Lodging House/Inn Holder License (5)

Public Entertainment License (10)

Secondhand Dealer License (1)

PERMITS

Awning/Sign Permit (12)

Block Party Permit (varies)

Café/Outside Seating Permit (12)

Parking Exception Permit (varies)

Street Performance/Special Event
Permit (varies)

~~Taxi Cab~~Taxicab License (21)

**No more licenses available at this time*

-Unless otherwise required by law, the Board shall not require C.O.R.I. checks of applicants for licenses or permits, nor shall the Board require the following personally identifiable information:

- Information Regarding Applicant's Spouse
- Place of Birth (Including Country of Birth)
- Date of Birth
- Naturalization Date
- Photo

Additionally, applicants shall be provided with an opportunity to self-identify their gender and shall not be presented with a binary option.

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All applicants appearing before the Board shall have the opportunity to be represented by a language interpreter.

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Town of Arlington, Massachusetts

Presentations: Marijuana Establishment Host Community Agreement License Applicants

Summary:

- a) Calyx Peak of MA, Inc., 2 Hampshire Street, Suite 100-B, Foxborough, MA
Edward Schmults
- b) The Human Connection LLC, 29 Florence Avenue, Arlington, MA
Jared Glamz-Berger

ATTACHMENTS:

Type	File Name	Description
Reference Material	HCA_Applicant_Review_Memo_from_Town_Counsel.pdf	Memo from Legal Department
Reference Material	DPCD_Memo_to_Select_Board_re_HCA_090920._(1).doc	Memo from Planning Department
Reference Material	MSG_Memo_to_Select_Board_re_HCA_Final.pdf	Memo from Marijuana Study Group
Reference Material	2020_Select_Board_Host_Community_Agreement_Process_Criteria_for_publication.pdf	Select Board Host Community Agreement Process Criteria
Reference Material	Calyx_Peak_2020_HCA_Application_Arlington_Submitted.pdf	Calyx Peak Application
Reference Material	Calyx_Peak_Presentation.pdf	Calyx Peak Presentation
Reference Material	The_Human_Connection_2020_HCA_Application_-_v1.00.pdf	The Human Connection LLC Application
Reference Material	THC_Presentation_Revised.pdf	The Human Connection LLC Presentation



**Town of Arlington
Legal Department**

Douglas W. Heim
Town Counsel

50 Pleasant Street
Arlington, MA 02476
Phone: 781.316.3150
Fax: 781.316.3159
E-mail: dheim@town.arlington.ma.us
Website: www.arlingtonma.gov

To: Select Board
From: Douglas W. Heim, Town Counsel
Date: October 1, 2020
Re: Marijuana HCA Applicant Review

Members of the Select Board, I write to provide a brief comment on the Legal Department's review of the two (2) HCA applications received by this Office within its role as part of the Preliminary Review Team. Please note that I defer to the Department of Planning and Community Development, the Health Department, the Marijuana Study Group participants and other Town departments for qualitative assessments, comments, and questions in their respective areas of expertise. In summary, within my role as a Preliminary Review Team member, I have no objections to any of the applicants, but note questions and potential limitations to be considered as outlined below.

Review of Corporate Structures and Officers

This Office was able to confirm the majority of information disclosed by each of the applicants before you with respect to their representations about their corporate structure, officers, licenses, regulatory compliance information, and zoning compliance information given the time and resources available.

I note for the general public's understanding that the reviews conducted by all members of the Preliminary Review Team are preliminary and supplemental to the Cannabis Control Commissions' more extensive background and vetting processes required for all state license applicants, similar to the review the Alcohol Beverage Control Commission conducts for alcohol

license applicants. Hence, for those applicants who do not yet possess full licenses, the CCC will conduct such checks pursuant to 935 CMR 500.101, including individual officer background checks (CORI checks, authorizations for tax returns, etc.) as well as certifications that corporate applicant funds were legally obtained and disclosures of past and present business interests have been provided.

Each of the applicants have officers who are currently or were recently associated with a wide variety of businesses both in Massachusetts and/or in other states, which is unsurprising given the entrepreneurial facets of opening what remain novel businesses throughout the Commonwealth. Those business interests range from associated entities for the assumption of capital debt relevant to proposed retail establishments, or out-of-state affiliated entities for the same kind of business to entirely unrelated organizations and enterprises associated with the personal and business goals of individual officers.

In sum, this Office has found no readily identifiable indication of concern about any of the applicants as owners or operators of these enterprises or other businesses generally, though the Board is well within its purview to ask questions about the experience, background and interests of officers of each applicant at the Board's hearing.

Restrictions on the Number of Licenses

Massachusetts marijuana laws cap the number of Massachusetts licenses any person or entity may hold to three (3) of each kind (i.e. no more than 3 adult-use retail, 3 medical, 3 cultivation, 3 testing, etc.). To the best of this Office's ability to examine applicant information, neither applicant appears to possess or in the process of acquiring more than the maximum number of licenses within the Commonwealth.

Calyx Peak of MA certifies that none of its ownership possesses *a present* cannabis permanent license in the Commonwealth of Massachusetts. As set forth in their application, Calyx Peak of MA has acquired two provisional licenses for product cultivation and manufacturing in Worcester, MA, and has also entered into a Host Community Agreement with the City of Worcester. They are also seeking an additional retail license in Swampscott, MA, and the Select Board may wish to inquire about the status of same.

Calyx's parent company also owns and operates cultivation, manufacturing and retail licenses in California, cultivation and manufacturing licenses in Ohio, and a cultivation license in Nevada, as well as a provisional license for manufacturing and retail in Missouri.

The Human Connection, LLC presently holds no licenses in the Commonwealth, though its owner in a sole proprietorship, personally owns a minority interest in Debilitating Medical Condition Treatment Centers, Inc., Vertically Integrated Medical Marijuana Treatment Center, which holds or is seeking cultivation, processing, and/or retail licenses in several communities in Western Massachusetts. It does not appear that such licenses would impact The Human Connection, or Mr. Glanz-Berger's ability to hold a retail license in Arlington.

Site Control & Zoning Compliance

Both applicants have satisfactorily established site control over their respective locations. The Human Connection has evidenced site control in two locations – 369 Massachusetts Avenue and 23-25 Massachusetts Avenue. However, 369 Massachusetts Avenue is within a B-2 Zoning District, which does not presently allow for siting of marijuana establishments. Meanwhile, 23-35 Massachusetts Avenue is within an allowable district (B-2A), however the applicant has not identified which building within 23-35 the Massachusetts Avenue development is proposed to site the establishment. More importantly, to this Office’s understanding, the parcel 101,096 square foot parcel measured from property line to property line is within 2,000 feet of a pending marijuana establishment located at 23 Broadway – Eskar, LLC.

It is recommended that the Board inquire both with respect to which specific building within 23-35 is the proposed site of the establishment, and confirm with the Inspectional Services and/or the Department of Planning and Community Development that the site is a feasible location because the Arlington Redevelopment Authority is not authorized to waive the 2,000 foot density buffer between marijuana establishments under Section 8.3.B(3) of the Zoning Bylaw.

HCA Proposals

Each of the proposed Host Community Agreements themselves is responsive and articulate thoughtful provisions to govern the relationship between the parties and the Town. While the Town reserves the right to negotiate terms further at the Board’s discretion, both applicants have presented solid draft agreements.

Permit me to note however with respect to confidentiality or non-disclosure clauses, even as proposed terms may recognize that the Massachusetts Public Records Laws may abridge such clauses, applicants, the Town does not generally place itself in the position of choosing between the public records laws’ requirements and the terms of confidentiality agreements. Applicants should be advised of the Town’s commitment to public record transparency and if successful in being awarded and HCA, be prepared to negotiate terms accordingly.

I look forward to answering any questions the Board may have and to hearing the presentations of each of the applicants.



TOWN OF ARLINGTON

MASSACHUSETTS 02476

781 - 316 - 3090

DEPARTMENT OF PLANNING and COMMUNITY DEVELOPMENT

MEMORANDUM

To: Arlington Select Board

From: Jennifer Raitt, Director of Planning and Community Development

Date: September 10, 2020

RE: Review of Host Community Agreement Applications

The Department of Planning and Community Development completed its review of the two Host Community Agreement Applications for completeness and offers the following comments and questions.

Our Department's review focused on the proposed locations and the preliminary materials provided regarding building and facade upgrades and traffic and circulation issues. We focused on these two items due to our experience reviewing Apothca's Environmental Design Review special permit for a co-located marijuana retail establishment and medical marijuana treatment center. Our primary question is regarding how each applicant proposes to manage and direct customers at each of the proposed locations. The preliminary materials did not provide adequate information to gauge how each applicant will address these issues both from the prospect of managing customers who are queueing near or inside their proposed facility and how traffic will be managed beyond the proposed locations. This will also require early consultation with the Arlington Police Department.

While many of these matters would be reviewed in detail during the Arlington Redevelopment Board Environmental Design Review process, each applicant needs to better demonstrate both an understanding of potential demand and the related impact on public rights of way, both sidewalks and streets.

We evaluated each application and provide the following observations:

Calyx Peak at 251 Summer Street:

We note that Calyx Peak has the unique opportunity to design and construct a new building that would improve this stretch of Summer Street, as well as create a parking lot that provides maximum efficiency in layout and parking management. Due to the primarily residential nature of the neighborhood surrounding this location, we anticipate that Calyx Peak will conduct extensive outreach to its neighbors to ensure that concerns can be addressed prior to the special permit process. In particular, screening, architecture, parking layout, and solid waste removal should be discussed with the neighbors.

The Human Connection:

We note that 369 Massachusetts Avenue is not a viable location for a retail establishment as the use is not allowed in the B2 District. Therefore, the potential location is at 23-35 Massachusetts Avenue; however, the application does not indicate in which building the establishment will open. The applicant should clarify the locations since there are implications on the viability of one of the locations due to the 2,000-foot density buffer measured from Eskar on Broadway (property line to property line). Additionally, the applicant should review the locations of public and private schools and recreational facilities in Cambridge and any adopted buffers in the Cambridge Zoning Ordinance relevant to this location. Finally, due to the wide variety of uses present in the complex of buildings at 23-35 Massachusetts Avenue, the applicant will need to provide detailed information about the availability of space in the large parking lot to accommodate queuing and any dedicated parking.

Thank you for this opportunity to provide comments and questions regarding the applications. We are available to answer any questions as you proceed with review and deliberations of these applications.



TOWN OF ARLINGTON
DEPARTMENT OF PLANNING and
COMMUNITY DEVELOPMENT

TOWN HALL, 730 MASSACHUSETTS AVENUE
ARLINGTON, MASSACHUSETTS 02476
TELEPHONE 781-316-3090

MEMORANDUM

To: Arlington Select Board

From: Marijuana Study Group

Date: September 10, 2020

RE: Review of Host Community Agreement Applications

On September 1, 2020, the Marijuana Study Group met to discuss the two applications for the final Host Community Agreement (HCA) from the Arlington Select Board as required by the Host Community Agreement Process and Criteria. Members in attendance included: resident Sarah Augood, Town Manager Adam Chapdelaine, Select Board member Len Diggins, Town Counsel Doug Heim, Arlington Police Sergeant Sean Kiernan, Public Health Director Natasha Waden, resident Jordan Weinstein, and Planning and Community Development Assistant Director Erin Zwirko.

The following outlines the Study Group's observations for consideration by the Select Board.

The Human Connection

The Study Group had the following comments on the application:

1. The Human Connection provided two options for a retail establishment: 369 Massachusetts Avenue and 23-35 Massachusetts Avenue, with the latter their preferred location. The Study Group noted that 369 Massachusetts Avenue is in a B2 district where retail establishments are not allowed.
2. The Study Group appreciated that the application is coming from an Arlington resident and as such is a priority applicant. The Study Group found that the application was tailored to the community in its consideration of location, proximity to major roadways and Alewife Station, availability of parking, and use of the scheduling app, QLess, to control customer arrivals.
3. Regarding 23-35 Massachusetts Avenue, it is not clear in the application which building the proposed establishment would be located in. Additionally, because of this, it was difficult for the Study Group to assess whether the location actually conforms with the 2,000-foot density buffer, which is measured property line to property line. The Study Group noted that the Eskar establishment on Broadway could be within the 2,000-foot buffer. This requirement cannot be waived.
4. The chosen name of the business venture shortens to THC, which is also the abbreviation of tetrahydrocannabinol, the main psychoactive compound of cannabis. The Study Group questioned whether the Cannabis Control Commission would allow

such a name due to the prohibition of utilizing the colloquial references to cannabis and marijuana in the business name and logo (935 CMR 500.105(4)(a)(1)).

5. The APD representative on the Study Group noted that the applicant should be prepared to sign a Memorandum of Agreement (MOA) regarding responsibilities of the applicant as it relates to public safety and traffic.
6. The Study Group noted that the start-up costs identified in the application seem low in comparison to the other application reviewed and those reviewed in 2019. The application also did not appear to factor in the permitting timeline of the Redevelopment Board and the Board of Health.

Calyx Peak Application

The Study Group had the following comments on the application:

1. The Study Group noted that Calyx Peak had applied in 2019, and since that application, the company's experience in Massachusetts has been further developed through the permitting of a cultivation facility in Worcester and discussions of a retail store in Swampscott. The applicant should provide an update of those Massachusetts ventures as well as its other ventures in the US. However, the Study Group found the application to be generic.
2. As in 2019, the Study Group noted that Calyx Peak does not recommend usage of marijuana products by adults under the age of 25. Although appreciative of this recommendation and commitment to not advertise to adults ages 21 to 25, the Study Group questioned whether the business can prevent sales to these younger adults without being in conflict with state law.
3. The Study Group noted that the proposed location is outside of any regulatory buffers of the Zoning Bylaw.
4. The Study Group noted that applicant has the opportunity to build a new structure and design a parking lot for maximum efficiency on this site.
5. The Study Group expressed concern about the location on Summer Street. It is an already congested roadway, and the project site's proximity to a lighted intersection and limited public transportation options may result in overall added vehicle trips to the roadway.
6. The APD representative on the Study Group noted that the applicant should be prepared to sign a Memorandum of Agreement (MOA) regarding responsibilities of the applicant as it relates to public safety and traffic.
7. The Study Group appreciated the detailed information on security, product tracking, and inventory diversion.

The Marijuana Study Group appreciates the opportunity to comment on the applications.

ARLINGTON SELECT BOARD



HOST COMMUNITY AGREEMENT PROCESS & CRITERIA

I. Statement of Purpose:

The purpose of this policy is to outline the process and criteria by which Host Community Agreements (“HCAs”) will be authorized by the Select Board for existing or prospective marijuana establishments. *2020 applicants are advised two (2) HCAs were awarded in 2019 towards a maximum total of three (3) permits/licenses from Arlington’s Special Permit Authority.* Thus, the Select Board anticipates that selection criteria will determine not only general suitability, but the best fit for Arlington in a competitive market. The Town Manager shall negotiate specific details and execute HCAs consistent with Board findings for approved applicants.

II. Summary of Marijuana Establishment Licensing and Permitting in Arlington

The Select Board holds a limited, but important role as the first step of the lengthy process of licensing, permitting, and opening a marijuana establishment in Arlington. As part of the legalization of adult-use (recreational) marijuana sales, M.G.L. c. 94G sec. 3(d) requires each marijuana establishments (recreational and medical) intending to site within Arlington execute an HCA as a condition of state licensure.¹ While the Town Manager executes contracts and agreements for the Town, the language of c. 94G requires the Select Board’s authorization to enter such agreements with each applicant.

The scope of host agreements varies by community due to differences in municipal structure and where and how local permitting and licensing has been vested in each community. However, all HCAs set forth basic financial impact-mitigation as well as other identified responsibilities of marijuana establishments.

Here, the Arlington Redevelopment Board (“ARB”) and the Board of Health (“BOH”) are the entities primarily responsible for ensuring that marijuana establishments meet zoning standards and requirements (including siting restrictions) and state and local health and safety regulations respectively. Accordingly, some areas which might be addressed in other communities by an HCA will be scrutinized during the special permit and license processes of the ARB and BOH, which will also impose conditions related to the time, place, and manner of marijuana establishment operations.

¹ While the Town and the Massachusetts Patient Foundation/Apothca entered an HCA for the medical dispensary on Water Street in February of 2016, it should be noted that HCAs were not a required by law at that time.

The overall process of receiving all necessary local and state approvals for a marijuana establishment applicant in Arlington proceeds approximately as follows:

1. HCA authorization, negotiation and execution with the Town;
2. Hosting a community meeting as required by state regulations;
3. Applying to the Cannabis Control Commission (“CCC”) for licensure;
4. Concurrently applying for a special permit to operate a marijuana establishment and operator permit before the ARB and BOH respectively;
5. Obtaining other required approvals – building permits, certificate of occupancy, etc.
6. Final inspections to ensure regulatory compliance by the CCC, Health Department, and Inspectional Services prior to receiving final state licensure.

While applicant-specific circumstances and other factors such as priority certification with the CCC for registered marijuana dispensaries could slow or accelerate successful applicants’ timelines to opening, it is likely that the series of licenses and permits required for operation would take at least 9 to 12 months from the date of HCA execution.

III. Authority & Legal Considerations

A. **Select Board Authority Under c. 94G sec. 3(d)**

The Select Board’s authority and scope of consideration for HCAs are set forth in c. 94G sec. 3(d) which reads as follows:

*“A marijuana establishment or a medical marijuana treatment center seeking to operate or continue to operate in a municipality which permits such operation shall execute an agreement with the host community setting forth the conditions to have a marijuana establishment or medical marijuana treatment center located within **the host community which shall include, but not be limited to, all stipulations of responsibilities between the host community and the marijuana establishment or a medical marijuana treatment center.** An agreement between a marijuana establishment or a medical marijuana treatment center and a host community may include a community impact fee for the host community; provided, however, that the community impact fee shall be reasonably related to the costs imposed upon the municipality by the operation of the marijuana establishment or medical marijuana treatment center and shall not amount to more than 3 percent of the gross sales of the marijuana establishment or medical marijuana treatment center or be effective for longer than 5 years. Any cost to a city or town imposed by the operation of a Marijuana Establishment or medical marijuana treatment center shall be documented and considered a public record as defined by clause Twenty-sixth of section 7 of chapter 4.”*

(emphasis added).

The CCC interprets c. 94G narrowly, noting that HCAs are intended to complement the substantial framework of 935 CMR 500², which regulates many issues of concern over retail marijuana establishments on a statewide level. Those regulations control many facets of the types of signage allowed for marijuana establishments, require criminal history background checks, prohibit delivery of recreational marijuana, and establish quality control measures such as a “seed-to-sale” tracking system.³

According to the CCC, examples of policy-oriented stipulations and conditions which may be set forth in an HCA include:

- Relocation notice, terms and requirements;
- Prioritizing local residents for jobs created at the establishment;
- Termination conditions and/or requirements for ceasing to operate, or relocating outside of the municipality;
- Security system minimum requirements for accessing the establishment and marijuana inventories;
- Providing police details for the purposes of traffic and crowd management during peak hours of operation;
- Obligations of municipalities to submit requested and required information to the CCC;
- Provision for cooperation on municipality-sponsored public health and drug abuse prevention educational programs; and
- Agreement for cooperation with community support, public outreach and employee outreach programs between the municipality and the establishment.

See e.g., CCC Guidance on Host Community Agreements.

With respect to financial terms of HCAs, both the law and the CCC cap financial arrangements at a community impact fee of 3% of gross revenue of total sales for any establishments.⁴ Communities may agree to less, but not more.

B. Arlington Zoning Bylaw & ARB Review

While the Select Board may authorize some terms and conditions of operating a marijuana establishment through an HCA, it is important to do so within the context of the Arlington Zoning Bylaw marijuana regulations. As approved on December 5, 2018, the Arlington Zoning Bylaw sections 3.4, 5.5 and 8.3 govern the siting and operation of marijuana

² A full copy of the CCC’s 37-pages of regulations on adult-use and medical marijuana establishments can be found here: <https://www.mass.gov/files/documents/2018/03/27/935cmr500.pdf>

³ Moreover, as noted above, Arlington’s BOH has incorporated the State’s marijuana regulations and enhanced them where permissible and harmonious with state law.

⁴ Some communities and establishments have negotiated terms which applicants allege exceed such limits by requiring donations to certain non-profit entities or like financial commitments. The Town’s Legal Department continues to advise against the inclusion of such terms as indeed some of those same communities are presently facing or may soon face litigation by unsuccessful applicants and/or Federal scrutiny on the basis that competitors agreed to terms not authorized by c. 94G sec. 3(d).

establishments. Marijuana establishments may only be sited in those districts allowing them (B2A, B3, B4, B5, and Industrial districts). In order to attain a special permit in any such district, applicants must further comply with “environmental design review” (“EDR”) standards.

The purpose of EDR is “to provide individual detailed review of certain uses and structures that have a substantial impact on the character of the town and on traffic, utilities, and property values, thereby affecting the public health, safety and general welfare.” Zoning Bylaw Sec. 3.4.1. The twelve (12) criteria of EDR are:

- Preservation of Landscape;
- Relation of Buildings to Environment;
- Open Space;
- Circulation;
- Surface Water Drainage;
- Utility Service;
- Advertising Features;
- Special Features;
- Safety;
- Heritage;
- Microclimate; and
- Sustainable Building and Site Design.

Furthermore, marijuana establishments are also subject to special regulations set forth in section 8.3. *See*, Attachment “B,” Zoning Bylaw Section 8.3. Most germane to the Select Board’s consideration, the Zoning Bylaw limits the number of special permits for marijuana establishment to a total of three (3), and prohibits placement of such establishments within the following “buffer zones”:

- 500 feet of K-12 schools;
- 300 feet of Town playgrounds and recreational facilities;
- 200 feet of Town libraries; and
- 2,000 feet of another like marijuana establishment of the same kind.⁵

2020 Applicants are recommended to consult with the Department of Planning and Community Development regarding the location of current or pending retail establishments.

C. Board of Health Licensing & Enforcement

Finally, the Board of Health has promulgated its “Regulation to Ensure the Sanitary and Safe Operation of Adult-Use Marijuana Establishments and the Sale of Adult-Use Marijuana,” which addresses a broad range of operational and product safety subjects including how products are displayed within stores and what kind of products can be sold. Specific prohibitions include self-service displays, “out-of-package” and/or “roll-your-own” sales, and product vending

⁵ i.e. no recreational establishment within 2,000 feet of another recreational establishment or no medical dispensary within 2,000 feet of another medical dispensary.

machines. *See* Attachment “C” BOH Regulations. Additional requirements include annual community meetings to hear abutter feedback, and requiring surety bonds to cover Town costs in the event of unanticipated closure. These regulations also incorporate the 900 CMR 500 (the CCC’s regulations) in order to assure consistency, continuity, and maximum enforcement authority for Health Department agents and the BOH.

IV. Select Board HCA Selection Process, Criteria and Minimum HCA Terms

Neither CCC guidance materials nor the regulations of 935 CMR 500 provide a specific process for vetting HCA applicants, especially where the limited number of special permits/licenses practically require awarding an HCA to some applicants and not others. Based upon the foregoing outline of the authorities and responsibilities, public feedback, as well as the Board’s past practice to competitively select recipients for package store licenses from a pool of applicants, the Select Board adopts the following, process criteria, and minimum HCA terms and conditions set forth below:

A. Process

1. HCA Application & Preliminary Review

Applicants will provide a complete HCA application to the Select Board Office, including but not limited to:

- a. Detailed business information, including identifying the type of business, the management team, and the names of all partners or managers with an ownership stake greater than 10%.
- b. Narrative response to an “Operating Questionnaire” designed to provide applicants the opportunity to highlight how they will meet the selection criteria approved by the Board (set forth in section C below: Selection Criteria).
- c. Regulatory compliance information, including detailing the license status of any marijuana license held throughout the Commonwealth, any violations of state or local rules and regulations within the last three (3) years relative to marijuana establishments or any Arlington bylaws, rules, or regulations;
- d. Supporting Materials, including the following:
 - A business plan;
 - A preliminary security plan;
 - A preliminary traffic and parking management plan;⁶
 - Evidence of site control; and
 - Certification of Zoning Compliance.⁷

⁶ The Select Board does not require a full and finalized traffic study or security plan given that the EDR Process as well as BOH regulations will heavily examine

- e. Proposed HCA with all minimum terms and conditions included; and
- f. Priority application status.

A Preliminary Review Team (“PRT”) consisting of the Chief of Police, the Health Director, the Planning Director, the Building Inspector, the Town Counsel, and the Town Manager or their respective designees shall review applications for completeness and provide the Board with comments, objections to applicants, or further questions for the applicants in advance of presentations to the Select Board.

The Marijuana Study Group shall also review applications to present their questions, concerns, and comments to the Select Board in advance of application presentations.

An application fee of \$250 shall also be provided to the Select Board Office.

2. Presentations before the Select Board

Following PRT and Marijuana Study Group preliminary review, applicants will be invited to make a 20 minute presentation to the Select Board, further addressing the HCA Selection Criteria, their proposed HCA, and other information they wish to emphasize to the Board and the public.

B. Selection Criteria

The Board will consider the following criteria as probative of the quality of applicants experience and plan for operating in Arlington:

- a. Completeness and quality of application;
- b. Demonstrated direct experience in the cannabis industry or a similar industry, such sensitive retail and related commercial uses – package stores, establishments with other types of alcohol licenses or age-restricted products;
- c. Relevant business experience in Arlington;
- d. Relevant business experience in the Commonwealth of Massachusetts;
- e. A sound preliminary business plan which evidences applicants’ financial resources, proposed scale of operation, inventory sources and plans for inventory management, as well as anticipated costs and revenues;

⁷ As noted above, the Zoning Bylaw allows for marijuana establishments by special permit only in certain districts, and further establishes a variety of buffer zones where establishments may not be sited without further relief from the ARB. The ARB may grant an exception to buffer zones as provided in Zoning Bylaw sec. 8.3(b)(2). However, given the likely competition for licenses, all applicants for HCAs should demonstrate site control in one of the zoned districts for marijuana establishments as well as siting outside a buffer zone *or* substantial evidence that an exception is feasible due to site specific conditions. Furthermore, new HCAs may only be granted if they are more than 2,000 feet away from existing or pending Marijuana Establishments.

- f. A strong employee training process and plan to ensure regulatory compliance;
- g. A sound preliminary security plan including inventory;
- h. A sound preliminary traffic and parking plan demonstrating basic feasibility of the site and/or intended traffic and parking mitigation measures;
- i. For adult-use applicants, intention to co-locate Registered Marijuana Dispensary operations to ensure access to Arlington medical marijuana patients;
- j. Commitment to youth safety, abuse prevention, and community education;
- k. Commitment to diversity and local hiring; and
- l. Maintenance of geographic balance in the distribution of marijuana establishments. ****2020 Applicants are advised to consult the Planning Department on the current or proposed locations of retail establishments with executed HCAs.***

The aforementioned criteria are not exhaustive, nor are any single criteria determinative. The Board shall also weigh any objections, concerns, or comments of the PRT. Applicants are encouraged to inform the Board of unique qualifications they may possess.

****Applicants should take note that to the extent the criteria overlap with those which would be applied during ARB or BOH permit and license reviews, applicants are advised that the grant of an HCA by the Select Board shall not be considered as evidence of appropriateness in such processes.*

C. Minimum HCA Terms & Conditions

Applicants are invited to provide their own HCA proposals with the following minimum requirements and restrictions:

1. A Community Impact Fee equal to 3.0% of the establishment's gross sales;
2. Annual filing of financial statements with the Town;
3. Provision of financial reporting records required by the CCC to the Town within a reasonable timeframe;
4. Maintenance of books and other financial records pertaining to the requirements of the HCA consistent with accounting standards and guidelines of the CCC;
5. Commitment to hiring local, qualified employees, and diverse employees to the extent consistent with the law;
6. Commitment to hiring local vendors, suppliers, and contractors from diverse businesses to the extent permitted by law;

7. Commitment to participation in youth health, safety, and prevention programs;
8. Cooperation with the Arlington Police Department to ensure effective security, including periodic meetings to review of security protocols and agreement on the placement of exterior security cameras and devices; and
9. If applicable, commitment to cooperate with the Town to prevent Hardship Cultivation Registration for medical marijuana patients;

In light of the CCC's Guidance, the Select Board will not accept additional financial incentives or payments to private entities as a condition of HCAs.

V. HCA Application Deadlines and Decisions

A. Application Timeline

- Applications must be submitted both in hard copy and electronically to the Select Board, and electronically only to Town Legal Department by no later than *12 p.m. Friday, May 15th*.
- The PRT and Marijuana Study Group will conduct parallel preliminary review of applications and submit their comments and questions to the Select Board;
- Applicant presentations shall be made at a date to be announced by the Select Board following receipt of all applications.

B. Application Decisions

The Select Board endeavors to make determinations on HCA applications in an efficient and transparent manner, mindful that successful applicants for an HCA will be scrutinized in detailed fashion during the lengthier state licensure, special permit, and BOH licensure processes. The Board will not formally score applications, nor will it issue written decisions.

The Board must determine which applications will be approved in an open, public meeting. If equipped with sufficient information, the Board endeavors to vote after hearing all applicant presentations with time for Board questions. In the event the Board requires additional time, applicants will be so advised.

TOWN OF ARLINGTON



MARIJUANA ESTABLISHMENT HOST COMMUNITY AGREEMENT (HCA) LICENSE APPLICATION

Notice: The following application is for the limited purpose of vetting individuals and businesses seeking a 2020 Host Community Agreement with the Town of Arlington. Applicants are encouraged to read the Select Board’s “Host Community Agreement Process & Criteria” for a full articulation of the HCA Selection Process in Arlington.

Section 1. Applicant Information:

Business Legal Name: _____

Business DBA, if different: _____

Business Address: _____

Phone: _____ Website: _____

Federal Employer Identification Number (EIN): _____

Does the business currently possess any type of marijuana license in the Town of Arlington? Yes No

If yes, describe: _____

Does the business currently possess any type of marijuana license in the Commonwealth? Yes No

If yes, describe: _____

(please note, subsidiary companies must identify any and all marijuana licenses held by parent companies/corporations in Massachusetts)

Primary Contact Name: _____

Mailing Address: _____

Email: _____ Phone: _____

Emergency Contact: _____

Email: _____ Phone: _____

If you would like mail sent to a different Address, provide alternate mailing information below:

Mailing Contact Name: _____

Mailing Address: _____

A. Business Organization

Check only one and provide names as indicated:

Sole Proprietor: Name of Owner: _____

Partnership (Inc. LLP): Name of Partnership: _____

Names of all Partners Who Own More Than 10%: _____

Trust: Name of Trust: _____

Names of All Trustees Who Own More Than 10%: _____

Corporation (as registered): _____

Name of President: _____

Name of Secretary: _____ Name of Treasurer: _____

LLC: Name of LLC: _____

Name of All Managers Who Own More Than 10%: _____

Other: (Attach a Description of the Form of Ownership and the Names of Owners)

B. Proposed Marijuana Establishment

- Adult-Use Marijuana Retailer
- Registered Marijuana Dispensary/Medical Marijuana Treatment Center
- Co-Located Adult-Use/Medical Marijuana Retailer
- Marijuana Cultivator
- Craft Marijuana Cooperative
- Marijuana Product Manufacturer
- Independent Testing Laboratory
- Marijuana Research Facility

Section 2. Priority Status:

For Marijuana Retailers Only

- Group A Priority.** Attach proof that the applicant is 1) an Economic Empowerment Applicant, 2) is owned by an Arlington resident(s) or entities with at least 50% of its ownership made up of Arlington residents, or 3) is a cooperatively-owned entity.

An Economic Empowerment Applicant is one who meets *at least three (3)* of the following criteria:

- (1) A majority of ownership belongs to people who have lived for 5 of the preceding 10 years in an area of disproportionate impact, as determined by the MA CCC;
- (2) A majority of ownership has held one or more previous positions where the primary population served were disproportionately impacted, or where primary responsibilities included economic education , resource provision or empowerment to disproportionately impacted individuals or communities;
- (3) At least 51% of employees or subcontractors reside in areas of disproportionate impact and by the first business day, the ratio will meet or exceed 75%;
- (4) At least 51% of the employees or subcontractors have drug-related CORI and are otherwise legally employable in cannabis enterprises;
- (5) A majority of ownership is made up of individuals of Black, African American, Hispanic or Latino descent;
- (6) Other significant articulable demonstration of past experience in or business practices that promote economic empowerment in area of disproportionate impact.

- Group B Priority.** Attach proof that your company is a Registered Marijuana Dispensary currently operating in Arlington that will continue selling medicinal products.

- No Priority.** All applicants who are not Group A or B should check here.

Section 3. Operating Questionnaire

The following questions provide applicants an opportunity to respond to the qualitative criteria established by the Select Board for considering applications, which are as follows:

- a. Completeness and quality of application;
- b. Demonstrated direct experience in the cannabis industry or a similar industry, such sensitive retail and related commercial uses – package stores, establishments with other types of alcohol licenses or age-restricted products;
- c. Relevant business experience in Arlington;
- d. Relevant business experience in the Commonwealth of Massachusetts;
- e. A sound preliminary business plan which evidences applicants’ financial resources, proposed scale of operation, inventory sources and plans for inventory management, as well as anticipated costs and revenues;
- f. A strong employee training process and plan to ensure regulatory compliance;
- g. A sound preliminary security plan including inventory security;
- h. A sound preliminary traffic and parking plan demonstrating basic feasibility of the site and/or intended traffic and parking mitigation measures;
- i. For adult-use applicants, intention to co-locate RMD operations to ensure access to Arlington medical marijuana patients;
- j. Commitment to youth safety, abuse prevention, and community education;
- k. Commitment to diversity and local hiring; and
- l. Maintenance of geographic balance in the distribution of marijuana establishments.

Applicants are encouraged to provide specific information which speaks to each criterion/question. You may respond with separate attached documents as directed and needed.

- 1. Describe your direct experience in the cannabis industry or a similar industry (such as sensitive commercial retail enterprises such as package stores, nicotine products, etc.)

2. Describe your business experience in Arlington if any.

3. Describe your experience operating a business within the Commonwealth of Massachusetts.

4. Provide a preliminary business plan¹ with particular attention to your proposed scale of retail operation, inventory sources, products to be sold, plan for inventory management, financial resources, marketing expectations, and anticipated costs and revenues (*please attach your full preliminary plan*).

5. Describe your employee training process and plan to ensure regulatory compliance. If available, provide copies of any employee training manuals or policies to employ or plan to employ.

¹ Preliminary business, security, and traffic and parking plans need not provide the level of detail subsequent permitting processes will require such as a traffic study or all documents and information required by the Cannabis Control Commission for state licensure. The Select Board should however understand your basic business model and plans for addressing reasonable concerns about parking, security, and management of the flow of anticipated activity at your proposed location.

6. Provide a preliminary security plan identifying your priority security concerns and any site-specific security issues and proposed means of addressing them (please attach your full preliminary plan).
7. Provide a preliminary traffic and parking plan demonstrating basic feasibility of the site and/or intended traffic and parking mitigation strategies (please attach your full preliminary plan).
8. Describe how you will prevent and educate youth and families about dangers of underage exposure to, and the consumption of, recreational marijuana. Describe how the Applicant will sustain these efforts over time.

9. Describe how you will inform customers about restrictions on public consumption and workplace use, the risk of second hand smoke, and dangers of operating a motor vehicle while impaired.

10. Describe the number and type of jobs expected to be created by your business in Arlington, and how you will attract a local workforce that is also reflects Arlington's commitment to diversity.

11. Describe how your business will support the unique character of your site location’s neighborhood, as well as the Town’s overall character, history, and culture.

Responsive applicants shall also be invited to make a 20 minute presentation to the Select Board after all applications have been received and examined by a Preliminary Review Team. In addition to the foregoing, the presentation will provide applicants an opportunity to address those matters you believe present the best case for your business seeking one of a limited number of licenses.

Section 4. Site Control Certification and Authorization:

If the property has more than one owner, each owner must sign a copy of this form:

Street Address of Business Location: _____

Zoning District and Overlay District, if any: _____

Assessor's Map _____ Block _____ Lot _____ Ward _____

Property Owner's Legal Name; _____

Property Owner's Mailing address (with zipcode): _____

Property Owner's Type of Business (Check Only One and Provide the Names Indicated):

Sole Proprietorship: Name of Owner: _____

Partnership (inc., LLP): Name of Partnership: _____

Names of All Partners Who Own More Than 10%: _____

Trust: Name of Trust: _____

Names of All Trustees Who Own More Than 10% : _____

Corporation: Name of Corporation: _____

Name of President: _____

I certify that:

I am the property owner or that I am duly authorized to act as agent for the property owner, For the property Located at _____.

_____ (legal name of Applicant) Has been authorized by me to develop and use the property listed above for the purposes indicated in this application.

I will permit any officials representing the Town to conduct site visits on the property in connection with this application and, if approved, this applicants business.

Should the ownership of this property change before the Town has acted on this application, I will provide updated information and new copies of this signature page.

Owner Signature: _____ Date: _____

Print Name: _____

Title (Owner, Present, Agent, Etc.): _____

Email: _____ Phone: _____

Section 5. Zoning Compliance

HCA Applicants are reminded that the Arlington Zoning Bylaw permits marijuana business only in those districts set forth in tables 5.5.3 and 5.6.3 subject to special permit requirements and review, and further by default do not permit marijuana establishments within 500 feet of k-12 schools, within 300 feet of Town playgrounds and recreational facilities, and/or within 200 feet of a public library.²

HCA applicants must certify that the site described in Section 4, to the best of their knowledge complies with sections 5.5.3, 5.6.4, and 8.3 of the Arlington Zoning Bylaw with respect to siting restrictions.

I _____, owner or duly authorized agent of _____ (legal name of Applicant, hereby certify that:

The proposed site of the Marijuana Establishment as described in this application is within an allowable Zoning District for my intended use.

The proposed site of the Marijuana Establishment as described in this application is ***not within:***

- 2,000 feet of a pending or existing Marijuana Establishment;
- 500 feet of a k-12 public or private school;
- 300 feet of Town of Arlington playgrounds or recreational facilities; and/or
- 200 feet of a Town of Arlington public library.*

**If a proposed site is within one of the buffer zones set forth in the Zoning Bylaw, applicants must provide a clear statement providing substantial evidence that an exception (which is purely within the the discrption Arlington Redevelopment Board) is feasible due to site-specific conditions .*

Owner Signature: _____ Date: _____

Print Name: _____

Title (Owner, Present, Agent, Etc.): _____

Email: _____ Phone: _____

² Marijuana Establishments are also not permitted within 2,000 feet of another like establishment. The Arlington Redevelopment Board *may, but is not required to* grant relief from buffer zone requirements as set forth in section 8.3.B.2 of the Zoning Bylaw.

Section 6. Local & State Regulatory Compliance Information:

Each individual (e.g. partner, trustee, manager) with a 10% or greater ownership stake in the business must complete a separate copy of this form.

Owner's Name: _____ Ownership Stake (%) _____

1. Has the Owner ever obtained a marijuana related license in any jurisdiction? Yes No

If yes, explain: _____

2. Has the Owner ever had any type of license denied, revoked or Suspended in any jurisdiction? Yes No

If yes, explain: _____

3. Has the Owner ever received a Notice of Violation in any jurisdiction? Yes No

If yes, explain: _____

4. Has the Owner been in compliance for the last 3 years (or since being in business in Massachusetts, whichever is less), and is the Applicant currently in compliance, with all laws and regulations of the Commonwealth of Massachusetts? Yes No

If no, explain: _____

5. Has the Owner been in compliance for the last 3 years (or since being in business in Arlington, whichever is less), and is the Applicant currently in compliance, with all laws and regulations of the Town of Arlington? Yes No

If no, explain: _____

6. Has the Owner been charged in any jurisdiction with any form of wage theft in the last three (3) years? Yes No

If yes, explain: _____

Section 7. Proposed Host Community Agreement Terms

*Applicants are invited to provide their own draft HCA proposals with the following minimum requirements and restrictions:**

1. A Community Impact Fee equal to 3.0% of the establishment's gross sales;
2. Annual filing of financial statements with the Town;
3. Provision of financial reporting records required by the CCC to the Town within a reasonable timeframe;
4. Maintenance of books and other financial records pertaining to the requirements of the HCA consistent with accounting standards and guidelines of the CCC;
5. Commitment to hiring local, qualified employees, and diverse employees to the extent consistent with the law;
6. Commitment to hiring local vendors, suppliers, and contractors from diverse businesses to the extent permitted by law;
7. Commitment to participation in youth health, safety, and prevention programs;
8. Cooperation with the Arlington Police Department to ensure effective security, including periodic meetings to review of security protocols and agreement on the placement of exterior security cameras and devices; and
9. If applicable, commitment to cooperate with the Town to prevent Hardship Cultivation Registration for medical marijuana patients.

**Select Board will not accept additional financial incentives or payments to private entities as a condition of HCAs.*

Please submit a proposed HCA with this application. The Town will negotiate the details of HCAs with successful applicants at the direction of the Select Board.

SECTION 8. Deadline for Filing and Application Fee

- Applications must be submitted with six (6) *hard copies* to the Office of the Select Board located in Town Hall at 730 Massachusetts Avenue, Arlington MA, 02476, **AND by *electronic mail*** to the Select Board c/o Board Administrator, Marie Krepelka @ mkrepelka@town.arlington.ma.us and Town Legal Department c/o Town Counsel, Douglas Heim @ dheim@town.arlington.ma.us no later than ***12 p.m. May 15, 2020.***
- Applicants must provide a \$250.00 payment to the “Town of Arlington” at the time of submission.
- Applicant presentations shall be made at an open meeting at a date and time to be set by the Select Board.

Calyx Peak of MA, Inc.
251 Summer Street, Arlington, MA
Marijuana Retail Establishment



Presentation to the Arlington Select Board

September 2020

Responses to Preliminary Review Memos

Clarification on Plans for the Building and Parking

Calyx Peak plans to tear down the existing structure and construct a new building on the parcel. Calyx Peak plans to utilize the parking on the site which is over 10 spaces. Calyx Peak, if selected, would engage engineers, architects and conduct a traffic study in order to address all concerns in regard to the structure, parking, traffic, etc.

Clarification on Outreach and Obtaining Input from Neighbors

Calyx Peak, in accordance with the Cannabis Control Commission, will conduct a community outreach meeting if selected by the Town of Arlington. This meeting includes noticing the neighbors within 300 ft of the property and posting a notice of the meeting with the Town and local paper. Given the COVID-19 restrictions, this meeting would be hosted virtually (pending Select Board approval).

Responses to Preliminary Review Memos

An Update on Calyx Peak's Progress in the Commonwealth

Calyx Peak is still seeking a Host Community Agreement with the Town of Swampscott. The cultivation facility in Worcester has received a provisional license from the Cannabis Control Commission. The site is moving forward to the construction phase.

Clarification on Sales to People under the age of 25

The statement below is posted on the Calyx Peak's website.

“Calyx Peak cultivates quality, integrity, craftsmanship, and care for our community. That's why we suggest being 25 before enjoying our products, when scientific research suggests that the human brain is fully formed. Care for your brain. We do.”

We strongly discourage people under the age of 25 to use our products. However, Calyx Peak recognizes that it must comply with state regulations which does mean selling products to people ages 21-24 years old. Nonetheless, Calyx Peak plans to offer in store education that stresses the brain development and dangers of marijuana use before the age of 25.

Our Proposal

Calyx Peak of MA seeks to operate an *Adult-Use Marijuana Retail Establishment* in the Town of Arlington.

Throughout our presentation, we will review:

- Company and Team Overview
- Business Model
- Site Vision and Suitability
- Safety and Security Plan
- Employee Training
- Preventing Diversion
- Nuisance Prevention
- Benefits to Arlington

Calyx Peak of MA Overview

Calyx Peak of MA is part of the Calyx Peak Companies' Family (CPC)

- **Stable financing:** Since inception, CPC has raised and deployed over \$57MN.
- **Committed to Massachusetts:** CPC's corporate headquarters is in Foxboro, Massachusetts and the company looks forward to expanding its operations in the state. CPC has signed a Host Community Agreement with the City of Worcester for a production and manufacturing facility and received a provisional permit from the CCC in July to begin construction.
- **Compliant record:** CPC pairs corporate support with local compliance experts to facilitate regulatory compliance, complete independent compliance audits, and integrate industry best practices across the board.
- **Retail expertise:** CEO Ed Schmults has 30+ years of experience in retail, including Patagonia and REI. CPC Compassion and the CPC team won a highly competitive process to operate a medical marijuana dispensary in Santa Monica, CA.

Calyx Peak Companies Overview

Calyx Peak Companies Operations in Nevada, Missouri and California

California:

- Our team is one of two provisional dispensary license winners in highly-competitive Santa Monica, CA.
- 235,000 square foot greenhouse cultivation facility in Santa Barbara County, CA.
- Opened manufacturing and extraction facility in Costa Mesa, CA in September 2019.

Missouri:

- Awarded 5 licenses in late 2019/early 2020 – 3 cultivation, 1 manufacturing and 1 retail (Kansas City)
- Securing financing and will begin building cultivation soon

Nevada:

- 22,000 square foot cultivation facility, located in Sparks, NV.
- Financed the build-out of the facility, after acquiring a stake in the business

Ohio (Sold to minority investor in August, 2020):

- 44,000 square foot cultivation facility, located in Akron, OH.
- We estimate we hold a 20% market share in the state through sales of our Josh D, Local and Song brands
- Manufacturing operations began in October 2019.

Our Team



Edward Schmults CEO

More than 30 years of experience in the retail industry.

Leadership positions at major global consumer brands, including REI (Vice Chairman), Patagonia (COO), and FAO Schwarz (CEO).

Comprehensive operational experience in enterprise management and branding, production, warehousing, logistics, and technology infrastructure.

Exceptional expertise in fiscal management, with a background in investment banking at the New York and London offices of Goldman Sachs.

An MBA from Harvard Business School and a Bachelor's Degree in Economics and Political Science from Yale University.

He serves on several for-profit and not-for-profit boards of directors.



Dr. Paul Y. Song Chief Medical Officer

Chief Medical Officer of ATGen Global & Cynvenio.

National Board of Physicians for a Health Program & Co-Chair for a Campaign for a Healthy California.

Recently left Cedars-Sinai Medical Center—Radiation Oncology and currently volunteers his time seeing Medicaid uninsured patients at Dignity California Hospital. He previously served as Executive Chairman (2013-2016) of the Courage Campaign, a progressive organization of 1,200,000 members.

Dr. Song is a strong proponent of medicinal marijuana and has actively integrated it into his medical practice for nearly a decade.

He is very concerned about the overwhelming problem of opioid addiction and abuse and has substituted medicinal marijuana for opioids whenever possible.

BA in Biological Sciences with Honors from University of Chicago and MD from George Washington University. Residency in Radiation Oncology at University of Chicago Medical Center where he served as Chief Resident.

Our Team



Michael Bang CIO

CIO of Calyx Peak Inc – a cannabis-centric investment funding company.

CFO & COO of Urban Hills Nevada – Registered Medical Marijuana Establishment.

Former CEO of ATCPC of OHIO LLC – 1 of 16 Large Level 1 permitted cultivators in the State of Ohio.

Owner/Manager of Bosim 1628 – a licensed 230,000 square foot greenhouse in Carpinteria, CA.

Principal and Founder of 2116284 Ontario Ltd – specializes in commercial real estate investments.

Prior to his roles at Calyx Peak Capital & Urban Hills Nevada, Michael was a highly accomplished global finance professional with over 18 years of experience at leading global investment banks; his last role was as Managing Director at Goldman Sachs where he specialized in Technology Sector Equity Research.



Mark Niedermeyer Director of Operations & Community Outreach

Mark previously served as Vice President of Institutional Sales Trading for Knight Capital Group, a highly-regulated securities industry. He has also worked in logistics and delivery services for Winston Flowers of Massachusetts.

Mark lived in the Allston-Brighton community for 12 years on North Beacon Street, Cambridge Street, and Summit Avenue.

Mark has a background in nonprofit organizations and is associated with multiple nonprofit organizations, including Boston Gives, The Light Foundation, and other nonprofit organizations that benefit the communities of Massachusetts.

He will take on a full-time day-to-day role at Calyx Peak of MA to execute the Community Outreach and Mission Statement of the company.

Business Model

CPC's success will be founded on:

- **Vertical integration:** CPC plans to operate a production and manufacturing facility in the City of Worcester, where we already have a signed Host Community Agreement and have received a provisional permit from the CCC.
- **Appropriate pricing:** We will carry our signature brands, Josh D, Local and Song Wellness, at affordable rates, alongside other high-quality brands and products. Our goal is to make our products accessible to all responsible consumers.
- **Efficient service:** We plan for 6 point-of-sale terminals with a goal of 200 transactions per day. Through thoughtful layout and staffing, we will offer guidance and support alongside express service options for experienced consumers.
- **Cultivating loyalty:** From customer appreciation days and consumer education sessions, to consistent quality products and service, we hope to offer a rich customer experience that results in word-of-mouth recommendations and repeat patronage.

251 Summer Street

From current storefront

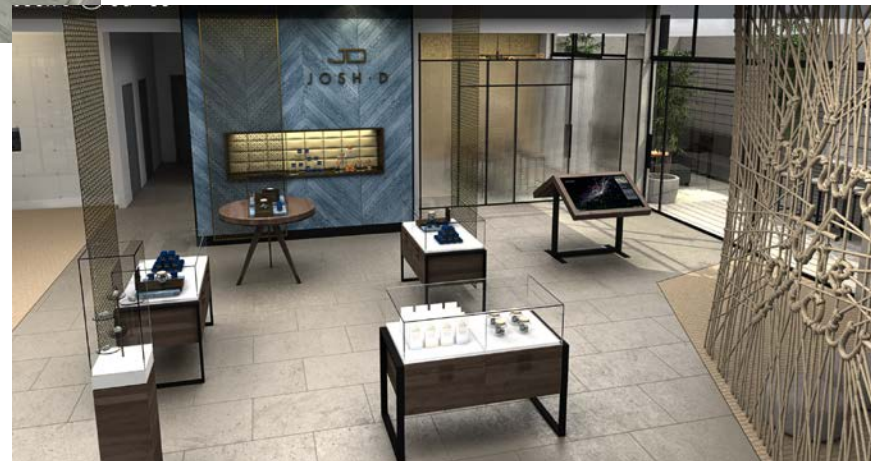
- Older building
- Parking lot
- No landscaping
- No sidewalk



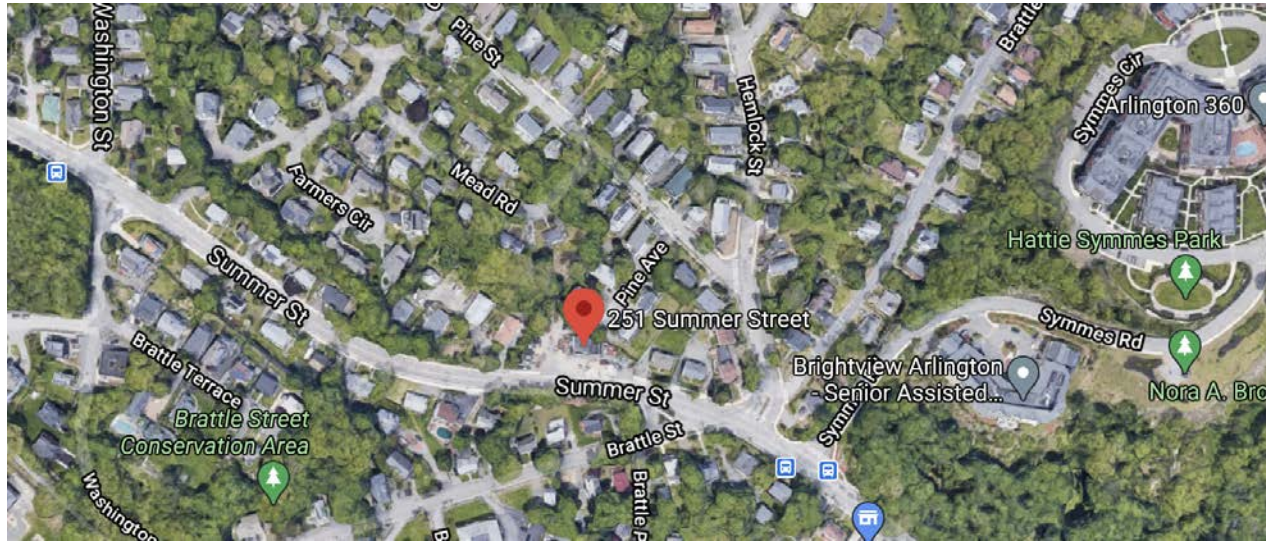
To future inspiration

- A new storefront in keeping with the tone of Arlington
- Attractive landscaping
- Tasteful signage to attract customers
- Proposed design changes that consider the environment

Renderings for a proposed interior



Summer Street: Site Suitability



- A former mechanic shop and vacant, the building is situated on Summer street.
- The lot will be enhanced with landscaping, improved sidewalks, a revised parking plan stressing ease of flow to reduce traffic and likely, a new building
- 10+ dedicated parking spaces with easy on/off street access.
- Signage will be tasteful and abide by the Town's advertising regulations.
- Located over 500 ft away from schools, daycares, libraries, parks, and marijuana retailers.

Summer Street: Site Suitability

Marijuana Dispensary Zoning Analysis

Town of Arlington, MA

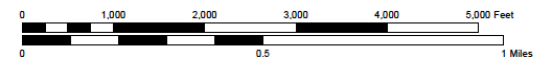
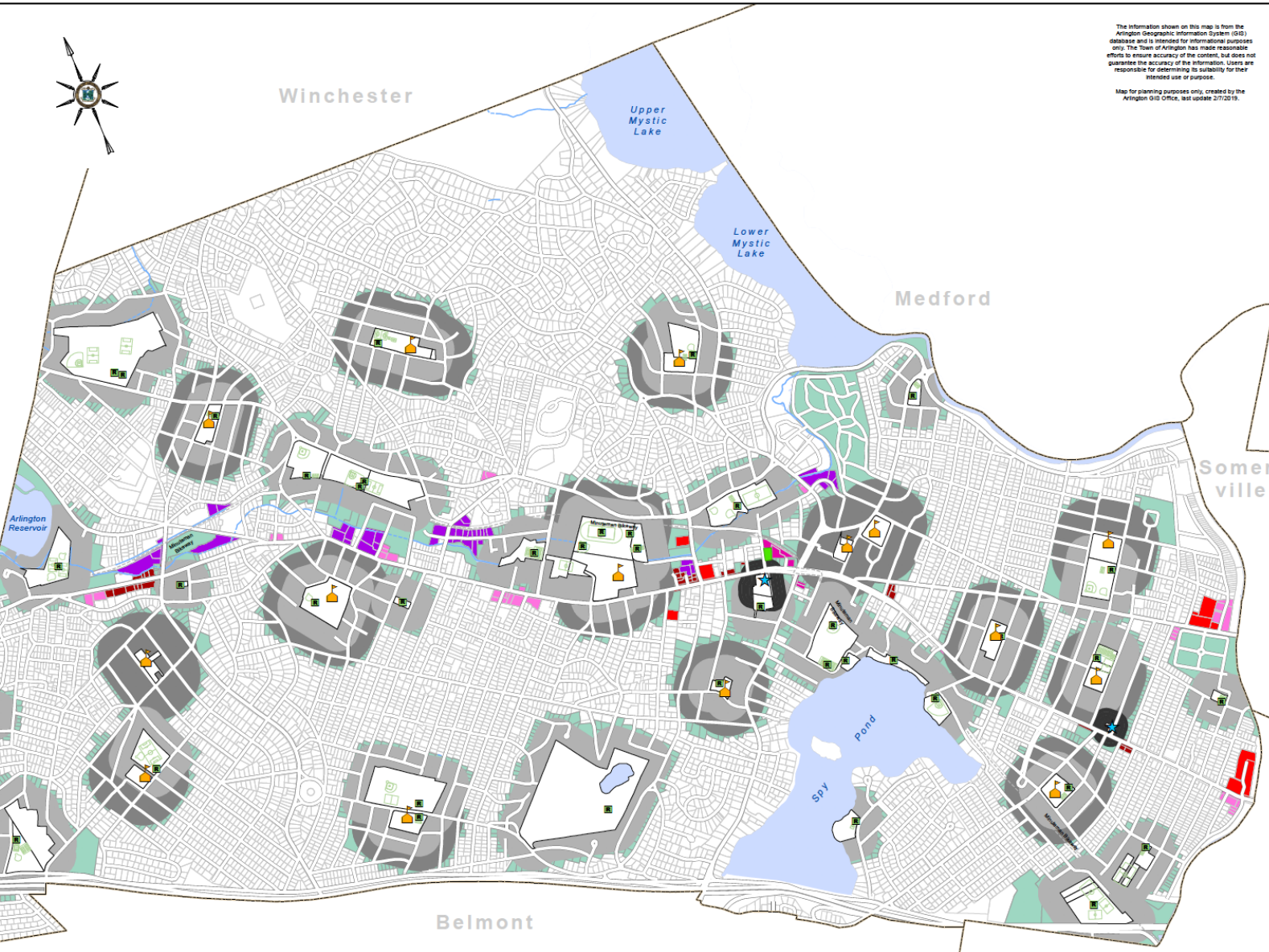
LEGEND

- Permitted Registered Marijuana Dispensary
- Parcels that intersect buffers
- Subject Parcel
- Other Parcel
- Library
- Recreation Facility
- Public / Private School
- Library buffer (200 ft)
- Playground buffer (300 ft)
- School buffer (500 ft)
- Zoning District
 - B2A: Major Business
 - B3: Village Business
 - B4: Vehicular Oriented Bus.
 - B5: Central Business
 - I: Industrial
- Brook / Stream (surface)
- Brook / Stream (subsurface)
- Water Body
- Minuteman Bikeway
- Town Boundary



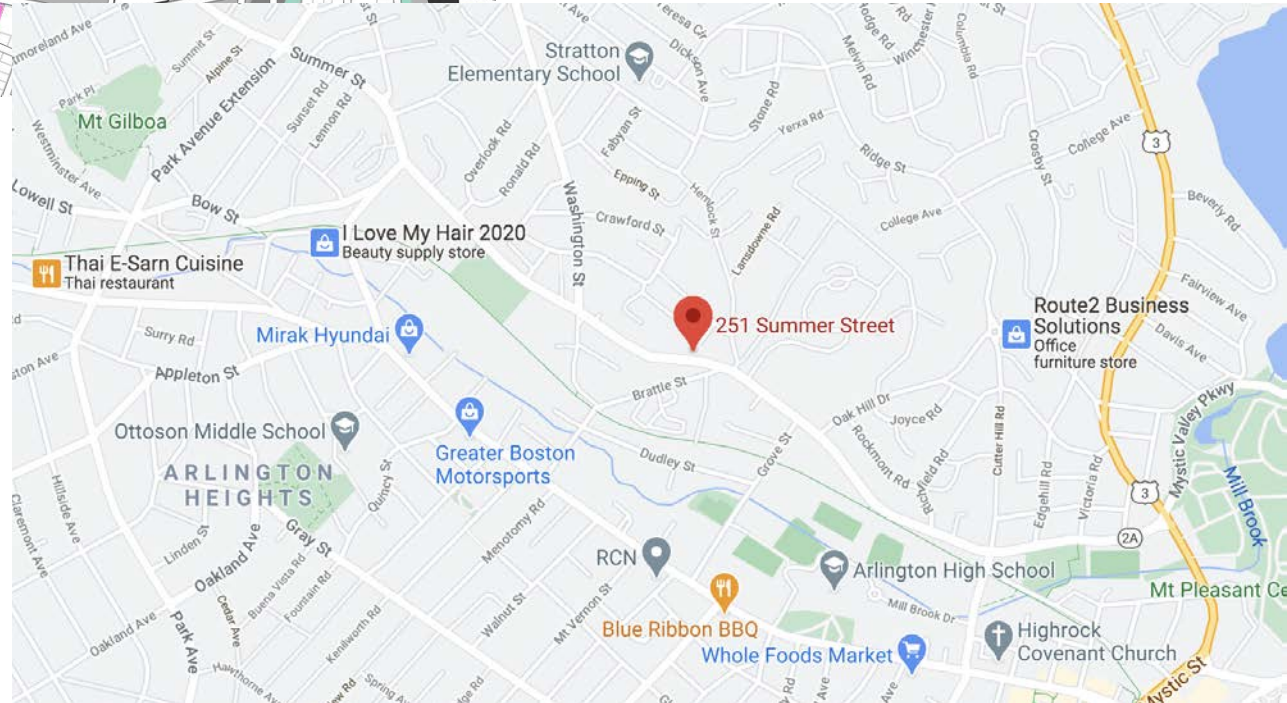
The information shown on this map is from the Arlington Geographic Information System (GIS) database and is intended for informational purposes only. The Town of Arlington has made reasonable efforts to ensure accuracy of the content, but does not guarantee the accuracy of the information. Users are responsible for determining its suitability for their intended use or purpose.

Map for planning purposes only, created by the Arlington GIS Office, last update 2/7/2019.



Cambridge

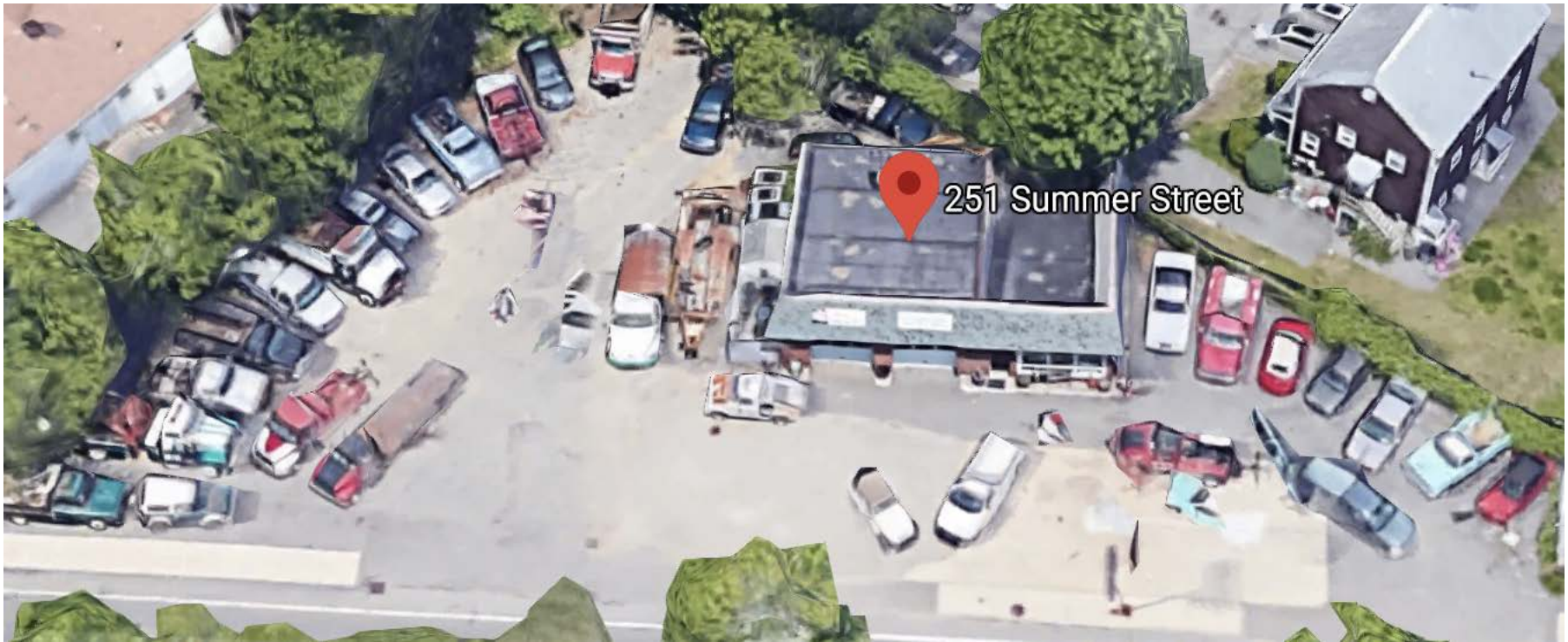
Summer Street: Site Suitability



Summer Street: Site Suitability



Summer Street: Site Suitability



Safety and Security Plan

Similar to the incident-free marijuana establishments already operated by CPC:

- **Security guard** on-site during all hours of operation.
- **Proactive cooperation with the Arlington Police Department**, who will have access to all security systems.
- **All employees complete security training.** Violation of security policies is grounds for immediate dismissal. Employees will be trained in rigorous adherence to CCC requirements and industry best practices, to maximize everyone's safety and security.
- **Safe and secure storage** for all marijuana products, even during hours of operation. This includes a limited access area where orders are prepared out of sight.
- **Commercial-grade alarm and surveillance systems overseen by experienced security personnel:**
 - HD video surveillance systems in all areas that contain marijuana, all entry- and exit-points, the perimeter of the facility, and the street.
 - Redundant intrusion detection systems, as well as panic, duress, and hold up alarms.
 - Backup systems that remain operational even in the event of power outage.
 - Limited access areas that are limited to senior staff and security personnel.
- **Secure wholesale delivery environment** including security presence and a potential engineering solution to reduce visibility during the delivery process.

Preventing Diversion

Measures to prevent diversion include:

- Working closely with the Arlington Police Department.
- Training employees on behavior that may indicate diversion, either on behalf of customers or other employees.
- Instilling in staff a culture of compliance: If you see something, say something.
- Monitoring adoption of industry best practices, such as clearly laying out all items in an order beneath an overhead security camera, to demonstrate how easily violators will be caught.
- Adhering to CCC requirements for customer identification and verification procedures.
- Tracking inventory with seed-to-sale software.
- Auditing the site regularly, including inventory records, correct implementation of standard procedures, and proper functioning and maintenance of security equipment.
- Keeping marijuana products out of plain sight.
- Securing entrances and maintaining a well-lit exterior.

If any member of the Calyx Peak of MA team distributes cannabis intentionally or negligently to an individual under the age of 21, they will be immediately terminated and reported to the Cannabis Control Commission.

Nuisance Prevention

- Staff and security personnel will undergo rigorous training to implement a series of Standard Operating Procedures that ensure our employees are trained to prevent diversion to unauthorized parties as well as prevent any neighborhood nuisance issues.
- Consumption of marijuana on-site will not be tolerated. Anyone violating this provision will be immediately reported to local law enforcement.
- The following behaviors will **not** be permitted on site –
 - Any disturbance of the peace
 - Public consumption of cannabis
 - Illegal drug activity under state or local law
 - Littering
 - Excessive loitering or pedestrian/vehicular traffic
 - Illegal parking or violations of state and local traffic laws
 - Queuing of patrons or other obstructions of the public or private way

Benefits to Arlington

We have committed to:

- A **Host Community Agreement** that provides the Town of Arlington with authority to direct funds towards priorities of its choosing.
- Increased **tax revenue** through local option agreements.
- Participation in **neighborhood civic and business associations.**
- Support for local **charitable institutions and community-building initiatives.**
- A **robust community outreach program** to ensure our proposal is built on a foundation of local input.
- Well-paying, salaried jobs with a preference to **hire a local, diverse workforce.**
- An estimated **18 full-time positions** with benefits including health insurance. Our total annual payroll will be approximately \$800,000 once fully operational.



Questions?

TOWN OF ARLINGTON



MARIJUANA ESTABLISHMENT HOST COMMUNITY AGREEMENT (HCA) LICENSE APPLICATION

Notice: The following application is for the limited purpose of vetting individuals and businesses seeking a 2020 Host Community Agreement with the Town of Arlington. Applicants are encouraged to read the Select Board’s “Host Community Agreement Process & Criteria” for a full articulation of the HCA Selection Process in Arlington.

Section 1. Applicant Information:

Business Legal Name: The Human Connection LLC

Business DBA, if different:

Business Address: 29 Florence Ave, Arlington, MA 02476

Phone: 617.312.0592 Website:

Federal Employer Identification Number (EIN): 85-1039717

Does the business currently possess any type of marijuana license in the Town of Arlington? Yes No

If yes, describe:

Does the business currently possess any type of marijuana license in the Commonwealth? Yes No

If yes, describe:

(please note, subsidiary companies must identify any and all marijuana licenses held by parent companies/corporations in Massachusetts)

Primary Contact Name: Jared Glanz-Berger

Mailing Address: 29 Florence Ave, Arlington, MA 02476

Email: Jared.Glanzberger@gmail.com Phone: 617.312.0592

Emergency Contact: N/A

Email: _____ Phone: _____

If you would like mail sent to a different Address, provide alternate mailing information below:

Mailing Contact Name: N/A

Mailing Address: _____

A. Business Organization

Check only one and provide names as indicated:

Sole Proprietor: Name of Owner: _____

Partnership (Inc. LLP): Name of Partnership: _____

Names of all Partners Who Own More Than 10%: _____

Trust: Name of Trust: _____

Names of All Trustees Who Own More Than 10%: _____

Corporation (as registered): _____

Name of President: _____

Name of Secretary: _____ Name of Treasurer: _____

LLC: Name of LLC: **The Human Connection LLC**

Name of All Managers Who Own More Than 10%: **Jared Glanz-Berger**

Other: (Attach a Description of the Form of Ownership and the Names of Owners)

B. Proposed Marijuana Establishment

- Adult-Use Marijuana Retailer
- Registered Marijuana Dispensary/Medical Marijuana Treatment Center
- Co-Located Adult-Use/Medical Marijuana Retailer
- Marijuana Cultivator
- Craft Marijuana Cooperative
- Marijuana Product Manufacturer
- Independent Testing Laboratory
- Marijuana Research Facility

Section 2. Priority Status:

For Marijuana Retailers Only

Group A Priority. Attach proof that the applicant is 1) an Economic Empowerment Applicant, 2) is owned by an Arlington resident(s) or entities with at least 50% of its ownership made up of Arlington residents, or 3) is a cooperatively-owned entity.

An Economic Empowerment Applicant is one who meets *at least three (3)* of the following criteria:

- (1) A majority of ownership belongs to people who have lived for 5 of the preceding 10 years in an area of disproportionate impact, as determined by the MA CCC;
- (2) A majority of ownership has held one or more previous positions where the primary population served were disproportionately impacted, or where primary responsibilities included economic education , resource provision or empowerment to disproportionately impacted individuals or communities;
- (3) At least 51% of employees or subcontractors reside in areas of disproportionate impact and by the first business day, the ratio will meet or exceed 75%;
- (4) At least 51% of the employees or subcontractors have drug-related CORI and are otherwise legally employable in cannabis enterprises;
- (5) A majority of ownership is made up of individuals of Black, African American, Hispanic or Latino descent;
- (6) Other significant articulable demonstration of past experience in or business practices that promote economic empowerment in area of disproportionate impact.

Group B Priority. Attach proof that your company is a Registered Marijuana Dispensary currently operating in Arlington that will continue selling medicinal products.

No Priority. All applicants who are not Group A or B should check here.

SEE ATTACHED: “Proof of Group A Priority,” page 39

Section 3. Operating Questionnaire

The following questions provide applicants an opportunity to respond to the qualitative criteria established by the Select Board for considering applications, which are as follows:

- a. Completeness and quality of application;
- b. Demonstrated direct experience in the cannabis industry or a similar industry, such sensitive retail and related commercial uses – package stores, establishments with other types of alcohol licenses or age-restricted products;
- c. Relevant business experience in Arlington;
- d. Relevant business experience in the Commonwealth of Massachusetts;
- e. A sound preliminary business plan which evidences applicants’ financial resources, proposed scale of operation, inventory sources and plans for inventory management, as well as anticipated costs and revenues;
- f. A strong employee training process and plan to ensure regulatory compliance;
- g. A sound preliminary security plan including inventory security;
- h. A sound preliminary traffic and parking plan demonstrating basic feasibility of the site and/or intended traffic and parking mitigation measures;
- i. For adult-use applicants, intention to co-locate RMD operations to ensure access to Arlington medical marijuana patients;
- j. Commitment to youth safety, abuse prevention, and community education;
- k. Commitment to diversity and local hiring; and
- l. Maintenance of geographic balance in the distribution of marijuana establishments.

Applicants are encouraged to provide specific information which speaks to each criterion/question. You may respond with separate attached documents as directed and needed.

- 1. Describe your direct experience in the cannabis industry or a similar industry (such as sensitive commercial retail enterprises such as package stores, nicotine products, etc.)

SEE ATTACHED: “Q1 Direct Experience in the Cannabis Industry,” page 4-5

2. Describe your business experience in Arlington if any.

SEE ATTACHED: “Q2 & 3 Human Roots: Business Experience in Arlington and Mass,”

page 5-6

3. Describe your experience operating a business within the Commonwealth of Massachusetts.

SEE ATTACHED: “Q2 & 3 Human Roots: Business Experience in Arlington and Mass,”

pages 5-6

4. Provide a preliminary business plan¹ with particular attention to your proposed scale of retail operation, inventory sources, products to be sold, plan for inventory management, financial resources, marketing expectations, and anticipated costs and revenues (*please attach your full preliminary plan*).

SEE ATTACHED: “Q4 Human Connection: Preliminary Business Plan,” pages 6-19

5. Describe your employee training process and plan to ensure regulatory compliance. If available, provide copies of any employee training manuals or policies to employ or plan to employ.

SEE ATTACHED: “Q5 Human Development: Employee Training Process,” pages 19-21

¹ Preliminary business, security, and traffic and parking plans need not provide the level of detail subsequent permitting processes will require such as a traffic study or all documents and information required by the Cannabis Control Commission for state licensure. The Select Board should however understand your basic business model and plans for addressing reasonable concerns about parking, security, and management of the flow of anticipated activity at your proposed location.

6. Provide a preliminary security plan identifying your priority security concerns and any site-specific security issues and proposed means of addressing them (please attach your full preliminary plan).

SEE ATTACHED: “Q6 Human Safety: Preliminary Security Plan,” pages 21-23

7. Provide a preliminary traffic and parking plan demonstrating basic feasibility of the site and/or intended traffic and parking mitigation strategies (please attach your full preliminary plan).

SEE ATTACHED: “Q7 Human Harmony: Preliminary Traffic and Parking Plan and Intended Traffic and Parking Mitigation Measures,” pages 23-24

8. Describe how you will prevent and educate youth and families about dangers of underage exposure to, and the consumption of, recreational marijuana. Describe how the Applicant will sustain these efforts over time.

SEE ATTACHED: “Q8 Human Education: Commitment to Youth Safety, Abuse

Prevention, and Community Education,” pages 24-25

9. Describe how you will inform customers about restrictions on public consumption and workplace use, the risk of second hand smoke, and dangers of operating a motor vehicle while impaired.

SEE ATTACHED: “Q9 Human Communication: Educating Customers About Restrictions

on Public Consumption and Workplace Use, Second Hand Smoke Risks, and Dangers Of

Operating Motor Vehicles While Impaired,” page 25

10. Describe the number and type of jobs expected to be created by your business in Arlington, and how you will attract a local workforce that is also reflects Arlington’s commitment to diversity.

SEE ATTACHED: “Q10 Human Diversity: Job Creation, Commitment to Local Hiring

and Diversity,” pages 25-26

11. Describe how your business will support the unique character of your site location's neighborhood, as well as the Town's overall character, history, and culture.

SEE ATTACHED: "Q11 Human Environment: Supporting the Unique Character, Culture, and History of Our Neighborhood, Maintaining Geographic Balance in the Distribution Of Marijuana Establishments," pages 26-28

Responsive applicants shall also be invited to make a 20 minute presentation to the Select Board after all applications have been received and examined by a Preliminary Review Team. In addition to the foregoing, the presentation will provide applicants an opportunity to address those matters you believe present the best case for your business seeking one of a limited number of licenses.

Section 4. Site Control Certification and Authorization:

If the property has more than one owner, each owner must sign a copy of this form:

Street Address of Business Location: 23-35 Massachusetts Avenue, Arlington, MA 02474

Zoning District and Overlay District, if any: B2A – Major Business

Assessor's Map 023.0 Block 0005 Lot 0004.A Ward 3

Property Owner's Legal Name; WGM Realty Trust

Property Owner's Mailing address (with zip code):204 2nd Avenue, Waltham, MA 02451

Property Owner's Type of Business (Check Only One and Provide the Names Indicated):

Sole Proprietorship: Name of Owner: _____

Partnership (inc., LLP): Name of Partnership: _____

Names of All Partners Who Own More Than 10%: _____

Trust: Name of Trust: WGM Realty Trust

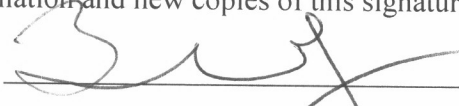
Names of All Trustees Who Own More Than 10% : Brett Marley

Corporation: Name of Corporation: _____

Name of President: _____

I certify that:

- I am the property owner or that I am duly authorized to act as agent for the property owner, For the property Located at 23-35 Massachusetts Avenue, Arlington, MA 02474.
- Jared Glanz-Berger (legal name of Applicant) Has been authorized by me to develop and use the property listed above for the purposes indicated in this application.
- I will permit any officials representing the Town to conduct site visits on the property in connection with this application and, if approved, this applicants business.
- Should the ownership of this property change before the Town has acted on this application, I will provide updated information and new copies of this signature page.

Owner Signature:  _____ Date: 5/11/2020

Print Name: Brett Marley

Title (Owner, Present, Agent, Etc.): Trustee/Owner

Email: Brett@MarleyProperties.com Phone: 781/890-9797 ext104

Section 4. Site Control Certification and Authorization:

If the property has more than one owner, each owner must sign a copy of this form:

Street Address of Business Location: 369 Massachusetts Avenue, Arlington, MA 02474

Zoning District and Overlay District, if any: B2 – Neighborhood Business

Assessor's Map 032.0 Block 0002 Lot 0013.A

Ward 7

Property Owner's Legal Name; GOBOOK, INC

Property Owner's Mailing address (with zip code): 1 Terrace Rd, Weston, MA 02493

Property Owner's Type of Business (Check Only One and Provide the Names Indicated):

Sole Proprietorship: Name of Owner: _____

Partnership (inc., LLP): Name of Partnership: _____

Names of All Partners Who Own More Than 10%: _____

Trust: Name of Trust: _____

Names of All Trustees Who Own More Than 10% : _____

Corporation: Name of Corporation: GOBOOK, INC

Name of President: ~~Hyun Sook Kim~~

Ki Suk Kim

I certify that:

- I am the property owner or that I am duly authorized to act as agent for the property owner, For the property Located at 369 Massachusetts Avenue. Arlington, MA 02474.
- Jared Glanz-Berger (legal name of Applicant) Has been authorized by me to develop and use the property listed above for the purposes indicated in this application.
- I will permit any officials representing the Town to conduct site visits on the property in connection with this application and, if approved, this applicants business.
- Should the ownership of this property change before the Town has acted on this application, I will provide updated information and new copies of this signature page.

Owner Signature: Hyun Sook Ki Date: 5/14/20

Print Name: HYUN SOOK Kim

Title (Owner, Present, Agent, Etc.): Treasurer and Authorized Agent of the

Email: KSKimWESTON@yahoo.com Phone: 617-997-8617 Corporation

Section 5. Zoning Compliance

HCA Applicants are reminded that the Arlington Zoning Bylaw permits marijuana business only in those districts set forth in tables 5.5.3 and 5.6.3 subject to special permit requirements and review, and further by default do not permit marijuana establishments within 500 feet of k-12 schools, within 300 feet of Town playgrounds and recreational facilities, and/or within 200 feet of a public library.²

HCA applicants must certify that the site described in Section 4, to the best of their knowledge complies with sections 5.5.3, 5.6.4, and 8.3 of the Arlington Zoning Bylaw with respect to siting restrictions.


I **Jared Glanz-Berger**, owner or duly authorized agent of **The Human Connection LLC** (legal name of Applicant, hereby certify that:

The proposed site of the Marijuana Establishment as described in this application is within an allowable Zoning District for my intended use.

The proposed site of the Marijuana Establishment as described in this application is **not within:**

- 2,000 feet of a pending or existing Marijuana Establishment;
- 500 feet of a k-12 public or private school;
- 300 feet of Town of Arlington playgrounds or recreational facilities; and/or
- 200 feet of a Town of Arlington public library.*

**If a proposed site is within one of the buffer zones set forth in the Zoning Bylaw, applicants must provide a clear statement providing substantial evidence that an exception (which is purely within the discretion of the Arlington Redevelopment Board) is feasible due to site-specific conditions .*

Owner Signature:  Date: **May 14, 2020**

Print Name: **Jared Glanz-Berger**

Title (Owner, Present, Agent, Etc.): Owner

Email: **jared.glanzberger@gmail.com**

Phone: **617.312.0592**

² Marijuana Establishments are also not permitted within 2,000 feet of another like establishment. The Arlington Redevelopment Board *may, but is not required to* grant relief from buffer zone requirements as set forth in section 8.3.B.2 of the Zoning Bylaw.

Section 6. Local & State Regulatory Compliance Information:

Each individual (e.g. partner, trustee, manager) with a 10% or greater ownership stake in the business must complete a separate copy of this form.

Owner's Name: Jared Glanz-Berger Ownership Stake (%) 100

1. Has the Owner ever obtained a marijuana related license in any jurisdiction? Yes No

If yes, explain: Jared owns a minority interest (<10%) in Debilitating Medical Treatment Center, Inc., a Massachusetts Vertically Integrated Provisionally Licensed Marijuana Treatment Center

2. Has the Owner ever had any type of license denied, revoked or Suspended in any jurisdiction? Yes No

If yes, explain: _____

3. Has the Owner ever received a Notice of Violation in any jurisdiction? Yes No

If yes, explain: _____

4. Has the Owner been in compliance for the last 3 years (or since being in business in Massachusetts, whichever is less), and is the Applicant currently in compliance, with all laws and regulations of the Commonwealth of Massachusetts? Yes No

If no, explain: _____

5. Has the Owner been in compliance for the last 3 years (or since being in business in Arlington, whichever is less), and is the Applicant currently in compliance, with all laws and regulations of the Town of Arlington? Yes No

If no, explain: _____

6. Has the Owner been charged in any jurisdiction with any form of wage theft in the last three (3) years? Yes No

If yes, explain: _____

Section 7. Proposed Host Community Agreement Terms

*Applicants are invited to provide their own draft HCA proposals with the following minimum requirements and restrictions:**

1. A Community Impact Fee equal to 3.0% of the establishment's gross sales;
2. Annual filing of financial statements with the Town;
3. Provision of financial reporting records required by the CCC to the Town within a reasonable timeframe;
4. Maintenance of books and other financial records pertaining to the requirements of the HCA consistent with accounting standards and guidelines of the CCC;
5. Commitment to hiring local, qualified employees, and diverse employees to the extent consistent with the law;
6. Commitment to hiring local vendors, suppliers, and contractors from diverse businesses to the extent permitted by law;
7. Commitment to participation in youth health, safety, and prevention programs;
8. Cooperation with the Arlington Police Department to ensure effective security, including periodic meetings to review of security protocols and agreement on the placement of exterior security cameras and devices; and
9. If applicable, commitment to cooperate with the Town to prevent Hardship Cultivation Registration for medical marijuana patients.

**Select Board will not accept additional financial incentives or payments to private entities as a condition of HCAs.*

Please submit a proposed HCA with this application. The Town will negotiate the details of HCAs with successful applicants at the direction of the Select Board.

SEE ATTACHED: "S7 Proposed Host Community Agreement," pages 35-38

SECTION 8. Deadline for Filing and Application Fee

- Applications must be submitted with six (6) *hard copies* to the Office of the Select Board located in Town Hall at 730 Massachusetts Avenue, Arlington MA, 02476, **AND by *electronic mail*** to the Select Board c/o Board Administrator, Marie Krepelka @ mkrepelka@town.arlington.ma.us and Town Legal Department c/o Town Counsel, Douglas Heim @ dheim@town.arlington.ma.us no later than ***12 p.m. May 15, 2020.***
- Applicants must provide a \$250.00 payment to the “Town of Arlington” at the time of submission.
- Applicant presentations shall be made at an open meeting at a date and time to be set by the Select Board.

Application

CONFIDENTIAL

The Human Connection (THC):
Cannabis Dispensary

Prepared for



Town of Arlington
Board of Selectpersons

Submitted May 15, 2020

Contents

- Overview 1
 - Why The Human Connection Dispensary is Right for Arlington..... 1
 - Origin..... 3
 - Mission 3
 - Human-Centered Values 3
- Q1 Direct Experience in the Cannabis Industry 4
- Q2 & 3 Human Roots: Business Experience in Arlington and Mass 5
- Q4 Human Connection: Preliminary Business Plan..... 6
 - Industry Analysis..... 6
 - National Overview..... 6
 - Market Size – Massachusetts..... 6
 - Market Size – Arlington..... 6
 - Scale of Operation 7
 - Customer Volume..... 7
 - Hours of Operation..... 8
 - Scale of Staffing..... 8
- Shop Overview..... 9
 - Location 9
 - Customer Experience..... 11
 - Customer Loyalty Programs..... 11
 - Store Interior 11
 - Appointment Scheduling App When Store Opens 12
 - Customer Purchasing Experience 12
 - Online Process 13
- Inventory Sources 13
- Products & Services..... 13
 - Product Line 13
 - Product Quality, Testing and Assurances – Disposal of Bad Product 13
- Plans for Inventory Management..... 14
 - Management of Product Delivery from Suppliers..... 14
 - Secure Storage and Prevention from Diversion..... 14
 - Inventory Quality, Freshness, and Safety 15

Marketing Expectations	16
Customer Outreach	16
Guest Referral Program	16
Financial Resources	17
Breakeven Analysis and Financial Projections	17
Proposed Timeline to Operations	17
Professional Services Relationships	18
Revenue and Economic Development for Arlington	19
Tax Revenue	19
Employment Opportunity	19
Economic Spillover	19
Network Effects of Development	19
Locating in Vacant or Under-Developed Locations	19
Local Ownership	19
Q5 Human Development: Employee Training Process	19
Human Development	19
Training Topics	20
Q6 Human Safety: Preliminary Security Plan	21
Overall Security	21
Internal Security	21
External Security	22
Emergency and Fire Safety	22
Impaired Customers	22
Cash Handling	22
Internal Audits	23
Q7 Human Harmony: Preliminary Traffic and Parking Plan and Intended Traffic and Parking Mitigation Measures	23
Managing Customer Traffic (Traffic Plan)	23
Parking Management	23
Q8 Human Education: Commitment to Youth Safety, Abuse Prevention, and Community Education	24
Youth Use Prevention and Education Services	24
Senior Education Services	24

Police DRE (Drug Recognition Expert) Training	25
Q9 Human Communication : Educating Customers About Restrictions on Public Consumption and Workplace Use, Second Hand Smoke Risks, and Dangers Of Operating Motor Vehicles While Impaired	25
Q10 Human Diversity : Job Creation, Commitment to Local Hiring and Diversity.....	25
Commitment to Diversity & Local Hiring.....	25
General Staffing and Recruitment.....	25
Q11 Human Environment : Supporting the Unique Character, Culture, and History of Our Neighborhood, Maintaining Geographic Balance in the Distribution Of Marijuana Establishments	26
Supporting the Unique Character, Culture, and History of the Neighborhood	26
Creating an Attractive Space for the Community	26
Avoiding Primarily Residential Districts, Maintaining Neighborhood Character	26
Maintaining Geographic Balance in the Distribution of Marijuana Establishments	27
Appendix 1: Massachusetts and Arlington Market Sizing	29
Appendix 2: Average Ticket Size, Customer Volume, and Throughput.....	32
Average Ticket Size	32
Customer Volume.....	33
Customer Throughput.....	33
S7 Proposed Host Community Agreement	35
Proof of Group A Priority.....	39
100% Arlington Resident-Owned Entity.....	39

Overview

The Human Connection, LLC (“THC”) is an Arlington, MA-based business, organized to pursue an adult use marijuana establishment license with the Massachusetts Cannabis Control Commission (“CCC”). THC seeks a Host Community Agreement (“HCA”) with the Town of Arlington as a precursor to completing its license application with the Commission.

The Human Connection’s local leadership team has the requisite direct cannabis business expertise, experience adhering to Massachusetts’ regulatory and compliance standards, and ability to succeed in the Cannabis Control Commission’s application process. Our dispensary will employ local talent and become an integrated small-business community member in Arlington. As the “A-team of A-town,” we prioritize community education, safety, and well-being.

Why The Human Connection Dispensary is Right for Arlington

1. **Direct experience in the cannabis industry.** THC’s leadership and professional support team has decades of diverse experience in a variety of fields, including direct operation and investment in the Massachusetts cannabis industry, cannabis operations around the country; law; public policy; marketing strategy; real estate; and the organization and funding of start-ups.
2. **Part of this community.** THC leadership are long-standing residents of Arlington, with family in the community, and will set the highest standards for diversion prevention, public safety, team training, customer education and care. Should an incident occur at the dispensary, no owner could be closer to resolve the matter.
3. **Business leadership in Massachusetts.** THC CEO, Jared Glanz-Berger, earned a leadership and equity position (<10%) in Pioneer Valley-based vertically integrated cannabis operator Debilitating Medical Condition Treatment Centers, Inc. (“DMCTC”) through advisory work on the organization, operation, and recapitalization of the business. For 6 years, Jared ran Bright Vision Consulting, an economic development consultancy with 35+ team members and revenue of \$3m+ out of his Arlington, MA office. For 3 years, Jared was previously a strategy consultant, focused on quantitative approaches to marketing strategy in Boston.
4. **Ability to succeed in our application.** THC leadership and professional support team have led dozens of successful applications through the CCC process. The team has the operational and financial wherewithal to successfully navigate the CCC process from Application of Intent to Commencement of Operations.
5. **Ability to succeed in our attractive business plan.** The THC team has the national and local network necessary to enable its dispensary to thrive in Arlington. THC has existing relationships with cannabis producers and processors in Massachusetts and the local recruitment and training muscle to become operational. THC has identified and engaged counsel, suppliers, designers, banking and financial resources, insurance, technology and security, and other critical service providers to ensure smooth operation of the business from day 1.
6. **Strong employee development.** THC is a continuous learning organization with a strong focus on education for clients and employees. THC will embed diverse training topics for managers and associates, relevant to the cannabis business and human

development, into ongoing training programs. THC is committed to training associates to become technical experts in store operations and management, thereby seeding new managers for future stores. Training will be offered in onsite workshops, webinars and videos, and written material.

7. **Focus on security and regulatory compliance plans.** As residents and community members, THC leadership has much at stake beyond finances to ensure security and regulatory compliance. As such, THC combines policies and procedure with technology, training, and common sense: chip-enabled ID cards and biometric access controls to restrict entry to sensitive areas; multiple internal and external cameras, 24x7 monitoring, which record, encrypt, and back up to the cloud; and continuous employee training on the shop's security practices. THC will design for emergency and fire safety, plan for impaired customers, minimize cash handling risk, and conduct monthly audits of our systems, operations, and protocols to ensure all are up to date and secure.
8. **Reasonable traffic and parking plan.** THC is committed to be a good neighbor. For Arlington, minimizing traffic congestion inside and outside the store is front and center. THC has a 9-point set of processes it will proactively implement to ensure smooth customer traffic and parking management (Section 7). THC will look to attract customers from within a 20-minute walk, bike, and drive radius. And, THC has identified a location with significant off-street parking available – not located within primarily residential districts – so as to cause minimal disturbance for residential neighbors during store hours, during delivery, and at rush hour.
9. **Access to therapies for medical marijuana patients.** The current regulatory requirement that medical marijuana licenses be vertically integrated creates challenges for smaller operators to provide treatment for patients through a medical license. THC's attractive pricing and expedited queuing system for medical marijuana patients and veterans is intended to make needed therapies available for these groups, even in the absence of a medical license. It is THC's intent to vertically integrate from retail and address the medical retail cannabis market in the future.
10. **Commitment to youth safety, abuse prevention, and community education.** As parents raising children in the community, THC looks forward to assisting the Town with and participating in community educational programs on public health and drug abuse prevention. THC will focus outreach on the following areas: Youth Use Prevention and Education Services, Senior Education Services, and Police Drug Recognition Expert Training
11. **Commitment to diversity and local hiring.** THC will recruit staff from the local Arlington community. Preference will be given to veterans and individuals with knowledge and/or experience in the therapeutic use of marijuana. It is of utmost importance to THC that we hire a staff that represents the community and customers whom we serve, and is as diverse in age, gender, and race as is Arlington.
12. **Geographic distribution of establishments.** THC has selected a site that adheres to all zoning and buffer requirements, and maintains the geographic distribution of retail marijuana establishments in three evenly sized and populated land areas (Figure 6), avoids primarily residential areas, and minimizes additional traffic for the community.

Origin

The Human Connection started as a conversation among neighbors in Arlington Heights during the Covid-19 quarantine. During weekly “6 feet at 6 pm” check-ins, neighbors who usually waved to each other began chatting from porches and across fences. This is how Jared Glanz-Berger, THC’s CEO, learned that Arlington had reopened the HCA application process. A seasoned operator and investor in cannabis companies around the country, Jared saw an opportunity to bring his expertise closer to home. Others in the neighborhood were also interested in contributing their skills to a local cannabis business, and quickly realized that the knowledge needed to run a successful dispensary already existed right here in Arlington.

And so, the neighbors became the leadership team, putting economic growth and human connections at the center of our mission. We know that when the winds blow hard, the plants with the deepest roots survive. As our town faces unprecedented challenges due to Covid-19 and an uncertain economic future, we are assembling the “A-Team of A-Town,” with roots firmly planted to weather the storm ahead.

Mission

Operate a community-focused, safe, and secure adult-use cannabis retail shop that serves as a model to regulatory authorities. Operate as a shop by the community for the community.

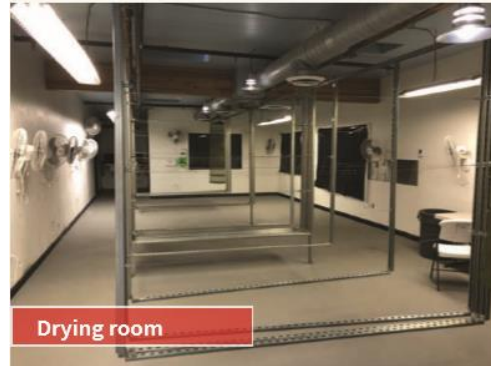
Human-Centered Values

1. **Human Connection:** Personalized, trusted customer education and experience with a focus on safety awareness and appropriate usage
2. **Human Development:** Staff training
3. **Human Safety:** Safety and compliance
4. **Human Harmony:** Traffic management
5. **Human Education:** Youth and abuse prevention
6. **Human Communication:** Informing customers about restrictions, dangers, and risks
7. **Human Diversity:** Team hiring
8. **Human Environment:** Economic and spatial development
9. **Human Roots:** Supporting local communities, especially in the time of Covid-19 and other unforeseen events

Q1 Direct Experience in the Cannabis Industry

The Human Connection is led by Jared Glanz-Berger, a serial entrepreneur. Jared has extensive experience in the cannabis industry as an active investor, operator, and partner in Massachusetts and around the country, including;

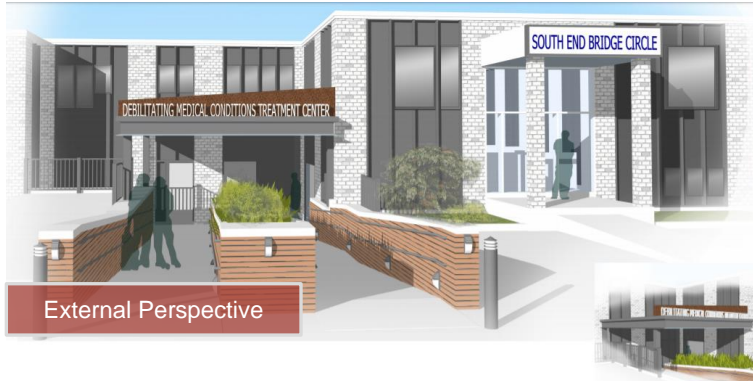
- **Arizona:** New Leaf, Phoenix, AZ. Approximately 35,000 square foot fully outfitted indoor cultivation facility.



- **Oklahoma:** Rose Rock Cannabis, Thackerville, OK. Approximately 3,000 square foot licensed dispensary, located across I-35 from Winstar Casino, the largest casino in the US.



- **Massachusetts** (<10% ownership): Debilitating Medical Condition Treatment Centers, Inc. (“DMCTC”), a vertically integrated Marijuana Treatment Center, headquartered in Springfield. DMCTC holds
 - Provisional medical cultivation, processing, and dispensary licenses in Agawam, MA,
 - A retail application in Springfield, MA, and
 - Pending cultivation and retail applications in Pioneer Valley locations



Q2 & 3 Human Roots: Business Experience in Arlington and Mass

THC CEO, Jared Glanz-Berger, is a long-time resident of Arlington and the greater Boston Area. Over the past 3 years, Jared has been an investor, operator, and partner in cannabis operations around the country. For 6 years, Jared ran Bright Vision Consulting (“BVC”), an economic development consulting company with projects of 35+ team members, generating \$3m in revenue, and operations at the federal, state, and local-level in Southeast Asia, out of his Arlington, MA office. While running BVC, Jared was also involved in residential real estate development as a bridge lender to developers with extensive portfolios in Arlington, Somerville, and Cambridge. Jared is a graduate of the Harvard Kennedy School, was Fulbright Scholar at Tsinghua University Law School in Beijing, and for 3 years was a management consultant in Boston focused on quantitative approaches to marketing strategy for healthcare companies.

Jared is joined by a strong team of Arlington and Massachusetts-based professionals with decades of experience conducting business in Arlington and Massachusetts, as well as select partners with cannabis-specific expertise located outside the Bay State.

During the time of Covid-19, THC highlights the legacy and strength of local business and talent in Arlington responding to both crisis and opportunity. Although we have access to a national network of experienced professionals, we know that when we invest in the community – by building a leadership, management, and operational team of neighbors and residents, especially those financially impacted by Covid-19 – the community will invest in us. We are by the community, and for the community, our human roots strengthening Arlington soil.

Q4 Human Connection: Preliminary Business Plan

Industry Analysis

National Overview

Over 65% of Americans, nearly 225 million citizens, live in states that allow cannabis consumption for medical use. Eleven states and the District of Columbia have legalized adult-use marijuana. Even more states allow sales, distribution, and consumption of cannabidiol, or CBD, the non-psychoactive component of the marijuana plant. The northeast, from Maine to New Jersey, is expected to become a solid legalization block as individual state legislatures take up, debate, and finalize legalization details over the coming years.

Market Size – Massachusetts

Massachusetts is one of the US's fastest growing adult use cannabis markets, projected to be \$2b by 2023.¹ This would represent a compound annual growth rate of 50% from 2019's base of \$400m, the first full year of adult use retail sales in the state. Medical market sales are projected to grow to \$125m over the same period. The \$2b market would lead the Bay State to be tied for 2nd in terms of market size by dollar value with New York, behind only California, representing approximately 10% of the national adult use cannabis market in the mid-term future. Still, Massachusetts remains an emerging market in the industry relative to more established markets, like Colorado, Washington State, and Oregon, with the state's first retail adult use sales occurring in November, 2018.

Market Size – Arlington

Based on population, income, municipal zoning in surrounding communities, and other demographics, THC forecasts the Arlington addressable market to be approximately \$20.7m, including excise, sales, municipal taxes, and community impact fee. On average, the town's three licensed stores are projected to generate annual revenue of \$5.6m in pre-tax sales (see Appendix 1). Given zoning in surrounding towns, by the time THC's store is operational, consumers are unlikely to need to drive more than 10-15 minutes to reach a local marijuana retailer, equating to the shaded areas in Figure 1, below. THC's addressable market is the 21-year-old and above segment of the population in the approximately 60,000 residents in Arlington and surrounding communities. Adjoining towns have a mix of zoning ordinances for adult and medical-use cannabis sales (Table 1 below).

¹ Brightfield Group research, May 2019

Figure 1: 10 and 15 Minute Drive Time²

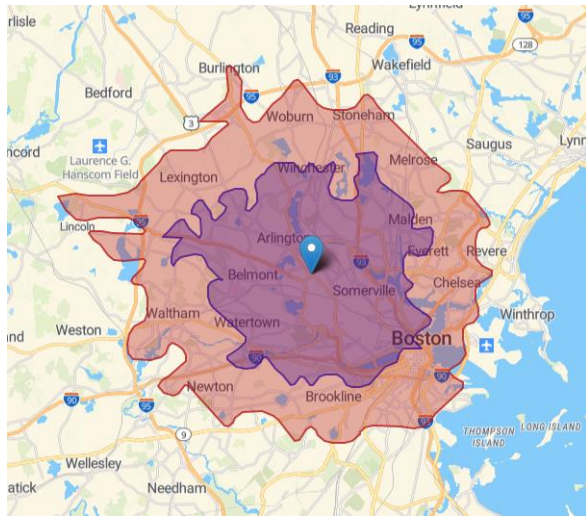


Table 1: Area Municipalities, Population, and Zoning

Cities & Towns	Census Population ³	Town Status ⁴
Arlington	42,844	License cap
Belmont	38,902	License cap
Cambridge	141,405	Zoning in place
Lexington	50,216	Ban in place
Medford	83,403	In planning
Somerville	102,193	Zoning in place
Winchester	21,382	Ban in place

With conservative modeling, based on geography and municipal zoning status, THC estimates that Arlington’s three potential dispensaries will capture 100% of the Arlington market, approximately 30% of the Lexington and 25% of the Winchester markets, where some customers will prefer to visit stores in Medford, Woburn, Somerville, Cambridge, Waltham, Belmont, or elsewhere (see Appendix 1). With Belmont, Cambridge, Medford, and Somerville potentially bringing additional dispensaries online in the future, THC does not include customers in those communities in its market projections.

Scale of Operation

Customer Volume

Based on THC analysis of daily 2019 sales data,⁵ Friday-Sunday represents over 50% of sales for the week (Table 2), implying uneven distribution of customers during peak hours. THC expects to serve approximately 250 customers per day on average and 333 customers per day on Saturday, historically the busiest day for sales. THC anticipates 80% of customer sales occurring within a 6-hour peak window, implying 40 customers per hour during baseline peak times and 45 customers on Saturdays. THC estimates it will need 6 check-out stations to ensure smooth operation during peak hours for all days of the week (see Appendix 2).

² Oalley.net/app/. Web. Accessed May 12, 2020

³ United States Census Bureau. 2010 Census.U.S. Census Bureau. 2010. Web.

⁴ Massachusetts Cannabis Control Commission. Municipal Zoning Tracker. <https://mass-cannabis-control.com/municipaltracker/> . Web. Accessed May 10, 2020

⁵ Massachusetts Cannabis Control Commission. Opendata.mass-cannabis-control.com/Industry-and-Products/Weekly-Sales-Report-Total/ . Web. Accessed May 7, 2020

Table 2: Average Share of Sales by Day of Week

Day of Week	Percent of Sales
Monday	12%
Tuesday	12%
Wednesday	12%
Thursday	13%
Friday	18%
Saturday	19%
Sunday	14%
Total	100%

Key:

Busiest Sales Days of the Week, 50% of Total

Hours of Operation

In determining the Hours of Operation for the THC retail location, we assessed operating hours of the three closest existing package stores in Arlington and Arlington regulations.⁶

Table 3: Arlington Alcohol Licenses and Regulations and Existing Liquor Establishment Hours of Operation

Business	Opening and Closing Times						Hours
	Mon-Wed		Thu-Sat		Sun		
Arlington Regulations	8 am	12 am	8 am	12 am	10 am	12 am	110 hrs.
Arlington Liquors	9 am	11 pm	9 am	11 pm	10 am	11 pm	97 hrs.
Mystic Wine Shoppe:	9:30 am	8 pm	9:30 am	8 pm	10 am	7 pm	72 hrs.
Menotomy Beer & Wine	10 am	10 pm	10 am	11 pm	12 pm	9 pm	84 hrs.
THC (proposed hours)	10 am	10 pm	10 am	10 pm	10 am	10 pm	84 hrs.

Anticipated total store hours are the same as Menotomy Beer & Wine, less than Arlington Liquors’.

Scale of Staffing

With its anticipated customer volumes, workdays, check-out stations, and demanding inventory management, security, and compliance requirements, THC expects to hire the following team members:

Title	Staff	Time			
Manager	1	FT	Sales Associate	8	PT
Compliance & Inventory Manager	1	FT	Administrative Staff	3	PT
Shift Manager	2	FT	Parking Attendants	3	PT
Inventory Associates	2	FT	Security	3	PT
Sales Associate	7	FT	FT = Full Time PT = Part Time		

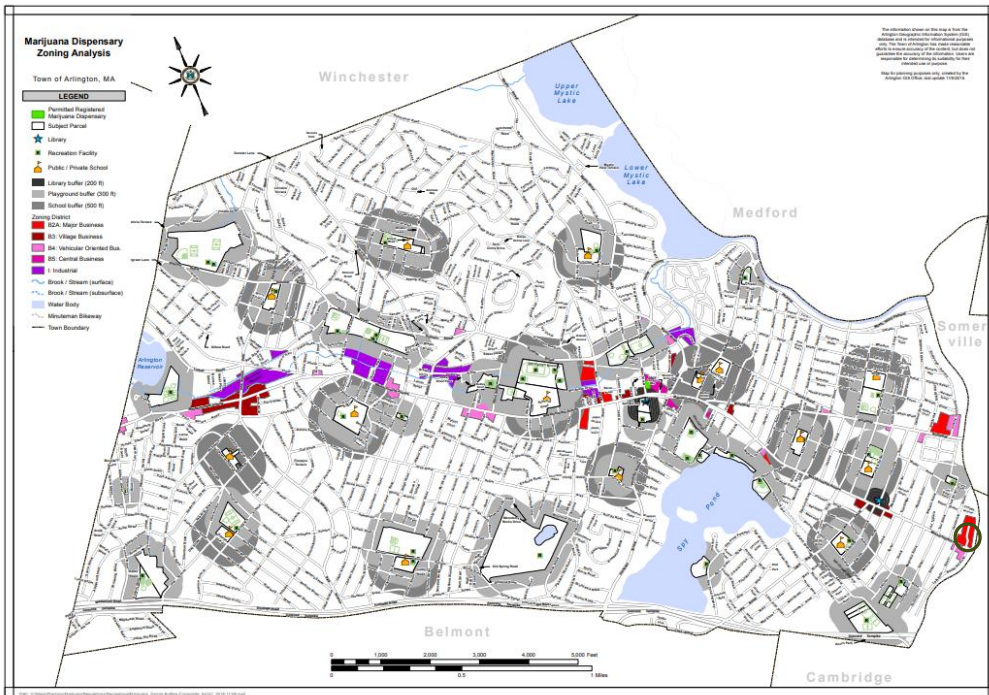
⁶ Town of Arlington “Alcohol License and Regulations.” Web. Accessed May 12, 2020 <https://www.arlingtonma.gov/home/showdocument?id=44805>

Shop Overview

Location

THC has received Site Authorization from the owners of 23-35 Mass Ave, our first-choice location. The location conforms with Arlington Zoning Bylaws, is not within 500 feet of k-12 schools, within 300 feet of Town playgrounds and recreational facilities, within 200 feet of a public library, and/or within 2,000 feet of another similar Marijuana Establishment,⁷ as shown in Figure 2, below. THC additionally received Site Authorization from the owners of 369 Mass Ave, our second choice.

Figure 2: Composite Mapping Analysis Of Buffer Areas And Detailed Analysis Around Libraries⁸






In the process of selecting 23-35 Mass Ave, THC identified less attractive potential locations. Comparison is provided below:

⁷ Per Town of Arlington Marijuana Establishment Host Community Agreement (HCA) License Application, Section 5, “The Arlington Redevelopment Board *may, but is not required to* grant relief from buffer zone requirements as set forth in section 8.3.B.2 of the Zoning Bylaw”, which refers to the 2,000 foot buffer between similar establishments

⁸ Town of Arlington Website. “Composite mapping analysis of buffer areas and detailed analysis around libraries,” last update Nov 9, 2018. Web. Accessed May 11, 2020. <https://www.arlingtonma.gov/home/showdocument?id=44673>

Table 5: Comparison of Potential Dispensary Locations

Address	251 Summer St	369 Mass Ave	23-35 Mass Ave, Arlington
Assessor's Map			
Primarily Residential	Yes – All immediate neighbors are multi-family residential (R2). Neighbors' abutters are also all residential	No – Neighbors are <i>primarily</i> neighborhood offices (B1). Neighbors' abutters are a mix of business and residential	No – The space is a large major business (B2A) with industrial (I) and office (B1) neighbors, and ample set backs from residences
Buffers	Outside of Buffer Zones	Outside of Buffer Zones	Outside of Buffer Zones
Zoning	B4 – Vehicular Oriented	B2 – Neighborhood	B2A – Major
Residential Abutters and Abutters per Acre ⁹	13 multi-family (R2) abutters, the location is densely residential with 30+ residential abutters per acre	3 multi-family (R2) abutters, the space is moderately residential with 12+ residential abutters per acre	13 multi-family and single family (R2 and R1) abutters, the location is least residential with 5+ residential abutters per acre
Parking	23 Open ¹⁰	11 Open	107 Open, ¹¹ 3 Handicap
Public Transport Access	67 bus.	77, 79, 350 bus	77, 79, 350 bus; Alewife Greenway Bike Path; 10 minutes' walk from Alewife
Change of Use, Impact on Traffic	Yes. The site currently operates as a Vehicular Oriented Business. Operating as a retail cannabis dispensary may dramatically affect traffic patterns for neighbors	No. The site is already retail-oriented with significant traffic on Mass Ave. The site would add additional terminal stops to existing traffic	No. The site is already retail-oriented with significant traffic on Mass Ave. The site would add additional terminal stops to existing traffic
Available Social Distancing Space	Long lines with social distancing are likely to impact residential neighbors' access to homes or affect traffic	Long lines with social distancing are likely to impact residential neighbors' access to homes or affect traffic	There is ample space on the lot to accommodate long lines with social distancing and not affect traffic or parking

Key	
	Positive
	Challenge

⁹ Town of Arlington Geographic Information System (GIS) Interactive Maps. Web. Accessed May 12, 2020. <https://www.mapsonline.net/arlingtonma/> “Find Abutters” Set to 50ft

¹⁰ Spaces estimated, not marked

¹¹ Excludes 11 additional general spaces and 2 handicap spaces designated for CVS

251 Summer St, adheres to the buffer zones and zoning requirements, but not the spirit of avoiding being located within primarily residential districts,¹² and is relatively near specifically targeted teen and tween youth-related buffers.¹³ Given its primarily residential location, it may not have sufficient space to accommodate long lines and parking in the age of social distancing, without impacting access to homes for residential neighbors, increasing traffic, and loitering outside of homes. It is served by a single bus route, making it the least accessible to public transportation of the three locations.

369 Mass Ave, adheres to the buffer zones and avoids being in a primarily residential area, but is zoned B2. B2 locations were eliminated as a class because they might be located within primarily residential districts.¹⁴ 369 Mass Ave, is significantly less residential – with fewer abutters and more non-residential abutters – than B4-zoned 251 Summer St. It has access to three bus routes, making it more accessible to public transportation.

Our top choice, 23-35 Mass Ave, is zoned appropriately on all zoning counts. It has significant space to accommodate lines in the age of social distancing without disturbing residential neighbors, and is served by three bus routes, Alewife Greenway Bike Path, and is a 10-minute walk from the Alewife T Station, making it the most accessible. 23-35 Mass Ave has the additional benefit of being on a terminal node of the Town, consistent in zoning and location with Apothca and Eskar, effectively minimizing potential for spillover to residents, while adhering to all zoning requirements.

While, THC has received site authorization on 23-35 Mass Ave and 369 Mass Ave, and believes these sites to be preferable, we remain open to continue working with the Town to select the right location based on zoning requirements, buffer zones, and business considerations.

Customer Experience

THC places a high emphasis on providing educational information to enhance customer experience to help choose products appropriately and understand how to use them correctly. We seek to be known within the community as a business that provides accurate product awareness and knowledge. We will achieve this by offering financial incentives to motivate staff to constantly learn and become subject matter experts in specific product and therapeutic uses of cannabis. Based on customer needs, we plan to offer a variety of educational workshops and experiential learning seminars, ranging from pain management to cooking classes.

Customer Loyalty Programs

THC's customer loyalty program offers discounts, product alerts, and incentives for new customer referrals. We offer special programs for Veterans and current DPH Medical card holders.

Store Interior

Security regulations provide that a retailer must ensure that all marijuana products are kept out of plain sight and are not visible from a public place without the use of binoculars, optical aids or

¹² Town of Arlington. Memorandum Re: Background Information on Proposed Zoning Amendments. October 5, 2018. Web. Accessed May 11, 2020. <https://www.arlingtonma.gov/home/showdocument?id=44721>

¹³ Marijuana Study Group, "Meeting Summary." October 17, 2018

¹⁴ Town of Arlington. Memorandum Re: Background Information on Proposed Zoning Amendments. October 5, 2018. Web. Accessed May 11, 2020. <https://www.arlingtonma.gov/home/showdocument?id=44721>

aircraft. To the degree the retail storefront is glass, windows will be tinted or treated with a reflective coating to comply with state regulations and may be decorated or designed appropriately

Customers will enter the store through a vestibule that will house a security screener who will check and verify identification using advanced ID scanning equipment. Customers will only be allowed to enter the second door for entry to the store interior upon confirmation their ID is valid, and they are the person whose ID has been presented. Unlike a liquor store, where a minor may enter but may not purchase, access to retail marijuana establishments are prohibited for anyone under the age of 21 years old.

The premises will be alcohol and smoke-free. Marijuana consumption will not be allowed on the grounds in any area.

The store's interior will feature an open concept design and may include pocket areas for private consultation, like pocket dividers at a pharmacy, where customers can speak privately with a member of our team.

THC will service our customers from behind a counter where the rear wall will have a secure doorway to a restricted area. The restricted area will include a locked and secure inventory room, a separate area for intake of new deliveries, where new deliveries are inspected and checked-in in compliance with state regulations regarding transportation of products between marijuana establishments. The space will also include a secure restricted access surveillance room. The secure inventory room will include vaults, safes, and/or other locked vessels for the storage of marijuana products.

Appointment Scheduling App When Store Opens

Given the size of Arlington's addressable market and other store openings scheduled between THC's application and likely timeline to operation, THC projects it will not be overloaded with demand. However, we intend to use QLess appointment-only app to schedule customer visits in the opening weeks. QLess queue management system allows customers to wait in a virtual line rather than a physical line. In the opening weeks, THC will only schedule up to 85% of capacity, to ensure smooth operation of the store and minimize impact on the wider community.

Customer Purchasing Experience

THC plans to offer various methods of customer purchasing and payment preferences. Customers will be able to:

- Pre-order from a computer or mobile device and pay at the store,
- Pre-order from a computer or mobile device and prepay, or
- Shop directly in store

THC will have three separate customer service lines:

- Regular in-store transactions
- Express line for pre-order customers
- Walk-in medical card holders and Veterans with a military ID card

Medical card holders and Veterans that pre-order will join the express line.

Online Process

THC believes most customers will develop regular purchasing behaviors, and many will prefer the convenience of pre-ordering and pre-paying online. This is supported by the success of online ordering platforms in other adult use cannabis retail operations around the country. By providing a convenient way to order, we hope to increase efficiency and decrease cycle times. This will increase our customer capacity while reducing traffic demands. The online process is simple to learn and easy to do:

- Customer selects product, submits on-line order, and indicates pick-up time
- The customer will receive a confirmation text that the order is received
- The order is gathered and placed in a small basket with a bag and seal
- The basket is marked with an order number that is sent to the customer by text
- When the customer arrives, the order is matched and retrieved, and their ID is matched to the order
- The products are laid out on the counter while the order is confirmed. The bag is packed under view of the customer and cameras, the bag is sealed, the customer pays (unless the order was a pre-pay) and leaves the store.

Inventory Sources

All products will be purchased from established licensed cultivators and manufacturers, as well as local microbusinesses and craft cooperatives. All products will be fully tested by licensed, accredited independent testing laboratories in accordance with State and municipal regulations. State regulations do not allow purchase of products from home growers, off-market sources, or otherwise unlicensed sources.

To the extent possible, THC intends to highlight and provide priority consideration to

- Product cultivated or processed in Arlington
- Product cultivated or processed by independently owned Massachusetts-based operators

As residents, THC acknowledges the importance of Arlington benefiting from our purchase of products and services from locally owned suppliers who employ residents. We support the goal that the money produced stays within the Arlington community whenever possible.

Products & Services

Product Line

Products will include, but not limited to:

Buds (“Flower”)	Infused Preparations
Extracts or Concentrate	Tinctures
Edibles	Topicals
Pre-Rolls (infused and raw)	Accessories

Product Quality, Testing and Assurances – Disposal of Bad Product

The store will request appropriate documentation to confirm items were rigorously tested (unless the product labeling is sufficient for this purpose). THC will only offer items which have passed

purity standards, pursuant to State Testing of Marijuana and Marijuana Products requirements. All Massachusetts marijuana is tracked in the state's seed-to-sale software system provided by METRC®. Each plant receives a tag and is tracked through sale, whether packaged as raw flower or converted to an edible product, lotion, etc. THC intends to use the METRC® point of sale ("POS") system.

Any product or marijuana cultivar found to have a quality defect will be removed from sales and segregated to a locked container in the inventory room. The supplier and the Commission, as appropriate, will be notified as required by the regulations. Defective product will be returned to the supplier for proper destruction. As we will not be cultivating or manufacturing, our marijuana-related products will all be purchased from suppliers, and as part of our supplier agreements, out-of-date or defective product will be returned to the supplier for proper destruction.

The store will recycle all other non-marijuana materials (i.e. plastics, paper, etc.) in a conventional fashion. Interior refuse will sit in the store for two days before being transferred to a dumpster and will be inspected by a manager before transfer to the dumpster to assure that no one has intentionally or inadvertently dropped marijuana product into a trash bin (to retrieve from the dumpster after hours).

Plans for Inventory Management

Management of Product Delivery from Suppliers

Products will be delivered by vendor delivery vehicles or licensed marijuana transport operators. Product delivery will be made during pre-operating hours. THC will ensure deliveries arrive after 9 am to minimize disturbance to neighbors. Deliveries will require, at minimum, two THC staff be present. All product intake operations will be fully recorded by video surveillance and completed in accordance with CCC regulations, including re-weighing, re-inventorying, and accounting for, on video, all marijuana products transported within eight hours of arrival; when videotaping the weighing, inventorying, and accounting of marijuana products before transportation or after receipt, the video will show each product being weighed, the weight, and the manifest; and marijuana products must be packaged in sealed, labeled, and tamper or child resistant packaging prior to and during transportation.

All scheduled deliveries will include an estimated delivery window, and a promise that if delivery is delayed, the driver will contact THC. Prior to purchasing product from a new supplier, THC will confirm the supplier is licensed with CCC and that every delivery agent (either the supplier or their delivery service) has an emergency plan detailing how they will respond should the vehicle break down on an Arlington roadway. THC also intends to contract with a local tow operator (likely Mal's) such that if a vendor's delivery vehicle breaks down and the vendor's vehicle breakdown plan fails, THC will be able to step in to provide a remedy.

Secure Storage and Prevention from Diversion

THC's inventory management program is designed to prevent diversion or other unlawful activity. THC uses a combination of technology and common-sense management processes to ensure a clear chain of custody and accountability for all aspects of our inventory. All employees will go through an extensive background check prior to employment or access to any THC facility.

Product will be kept in secured display cases or locked cabinets in restricted access employee-only areas, subject to continuous video surveillance. Customers will not be allowed to touch or sample the product before buying. THC uses the Massachusetts METRC® seed-to-sale tracking system to monitor the exact quantities and locations of all product. Once the retail shop manager accepts the arrival of the new, pre-packaged inventory, in sealed, labeled, tamper-resistant packaging, pursuant to state regulations, the inventory will be reflected in METRC®, as part of the retail shop's inventory. Inventory will be tracked through THC's point of sale ("POS") system and transferred to THC on the manifest, pursuant to state regulation. THC's POS system will track this product from sitting in locked safes to customer sale, and product location will be updates in the real-time inventory management system through consummation of sale.

THC augments its storage and software system with daily offline inventory reconciliation procedures. To protect from theft, daily product inventory will be kept locked and secured, behind the counter with the check-out stations. The bulk of inventory will be locked in safes or similar secured vessel within the Limited Access room in the rear of the retail shop. In all cases, marijuana will be stored on the premises, pursuant to state regulations regarding Storage of Marijuana. Inventory will be reconciled daily. Designated employees will be responsible for the inventory in their functional area and be held responsible for diversion prevention or other unlawful activity. Designated accounting staff will be responsible for independently reviewing and confirming inventory reports. All inventory reconciliations which do not zero-out will be logged by a THC inventory associate. Any variance greater than two grams will immediately be reported to THC leadership for investigation into possible diversion and/or theft. All relevant video, inventory logs, and access reports will be reviewed to identify the source of loss. CCC and local law enforcement will be notified as required by law whenever theft or diversion is detected. Additionally, THC's leadership team will discuss these occurrences for possible procedural changes, aimed at preventing similar incidents from repeating.

As members of the community, we take our duty to prevent diversion especially seriously and have included steps to ensure all marijuana is only handled by authorized individuals. We will ensure a clear chain of custody from delivery process to sale and ensure documentation requirements for product and currency are met. All employees will undergo training on state regulations, anti-diversion and inventory procedures. Employees will be required to read and acknowledge THC's anti-diversion policy and sign an acknowledgment of our zero-tolerance policy for diversion, which will include termination and notification of proper authorities. Collectively, THC's Inventory Management procedures ensure product remains onsite and in our custody.

Inventory Quality, Freshness, and Safety

To maintain freshness and product quality, packaged marijuana is kept in light-resistant packaging and stored in temperature-controlled areas.

Staff will be trained to understand state regulations on Edible Marijuana Products and specifically prohibitions on edibles shaped in the distinct shape of an animal, fruit, or shapes that bear the likeness or contain characteristics of a realistic or fictional human, including artistic, caricature, or cartoon renderings. Staff will be trained to identify any products that violate these regulations, aided by laminated checklists and wall posters.

Staff will be required to understand and be fluent in state regulations regarding Additional Labeling and Packaging Requirements for Edible marijuana products. Inventory intake staff will be responsible to assure every container holding a marijuana product is properly labeled. Labels for perishable edible marijuana products must state that the product must be refrigerated and include the date it was produced. All products must disclose the total THC (measured in milligrams – mg) of the package, total serving count, THC per serving, and clearly state that these amounts do not exceed legal serving limits (5mg per serving and a maximum of 100mg per container). Inventory intake staff will confirm that packages contain a warning that the impairment effects of edible marijuana may be delayed by two hours or more.

Inventory intake staff will confirm at intake and at time of sale that labels with a use-by date have not been altered, tampered with, or replaced with a new label over a prior label.

Inventory intake staff, familiar with the product, will confirm that each single serving of an edible marijuana product is physically marked so our customers can clearly determine how much of the product constitutes a single serving of active THC. For multiple serving packages of edibles, each serving must be easily separable to allow our customers to physically separate them and each single serving must be marked, stamped, or otherwise imprinted with a symbol or easily recognizable mark issued by the CCC indicating that the package contains marijuana.

Regardless of our suppliers' legal responsibility for product quality, packaging, and labeling, THC will educate staff through rigorous proven training programs and detailed standard operating procedures so that all employees understand that we remain the stewards of our customers and community's safety. Therefore, it is our responsibility to inspect and identify all products to avoid any confusion about the content or servings of our marijuana products.

Marketing Expectations

Customer Outreach

Following regulatory marketing guidelines, THC will utilize social and local media to increase awareness about our products and services. Periodic press releases featuring in-store events and educational programs will be sent to appropriate holistic health, community centers, hospice and adult community bulletin boards. By regulation, marketing can only be conducted through mediums or venues where at least 85% of the audience is expected to be 21 years of age or older.

THC will actively work to increase customer base and inspire loyalty by offering promotions. Marketing will be permission-based and feature soft-sales tactics. Communications to members will be tasteful and will be educationally focused. All communications will be designed to respect privacy and strict compliance with Massachusetts laws or regulations. Messaging will include on-site promotional material, as well as occasional emailed communications to members who have specifically opted in.

Guest Referral Program

Satisfied customers are the most effective means to grow a business. THC will develop a formal Guest Referral Program, giving customers the opportunity to recommend a new customer whom they believe will benefit from our services. Both the current and new customer will receive special rewards and discounts as members of the program.

Financial Resources

THC estimates a preliminary start-up budget of \$500,000 as follows:

Table 6: Start-up Financing Budget

Working capital (fees, professionals)	\$150,000
Store Design and Initial Build Out	\$200,000
Retail Fixtures	\$50,000
Security, Lighting	\$50,000
Misc. and Contingencies	\$50,000
Total	\$500,000

THC team members have resources to fund the costs without need of outside investors or borrowing. However, our intention is to allow investors to participate once we have secured an HCA and completed the Commission application process. All investors will be vetted by the CCC with CORIs completed and submitted.

Breakeven Analysis and Financial Projections

THC has modeled the following pro forma pre-tax financial projections and break-even analysis, working backwards from costs. THC anticipates the following as a necessary breakeven level of sales, assuming the following gross product margin:

Table 7: Breakeven Analysis and Financial Projections

Analysis	Breakeven	Projection
Mark Up on Inventory	150%	
Gross Product Margin	60%	
Revenue	\$4.5m	\$5.6m
Cost of Goods	\$1.8m	\$2.2m
Card Fees (5%)	\$0.2m	\$0.3m
Gross Profit	\$2.5m	\$3.1m
280E Taxes (21%)	\$0.5m	\$0.6m
Fixed Costs	\$2.0m	\$2.0m
Earnings	\$0.0m	\$0.5m

Proposed Timeline to Operations

THC anticipates the timeline to operation occurring over 12 months as follows. Steps do not necessarily need to occur in the following order:

Table 8: License Application Process from HCA Negotiation to Commencement of Operations

Step	Description
0	Secure a Location (Complete)
1	Secure Host Community Agreement approval (Current step)
2	Execute Host Community Agreement document
3	Secure site approval for location
4	Architectural plans completed
5	Finalize application to CCC

Step	Description
6	Receive Provisional License
7	Complete store build-out
8	Apply for Final License
9	CCC site inspection and receive final license
10	Stock the store and enter all data into METRC® system
11	Final CCC inspection
12	Receive Authorization to Commence Operations
13	3-day waiting period from Authorization to Commence Operations to opening

Professional Services Relationships

Attorneys

- THC has engaged John Leone of **Leone & Leone** to support THC's engagement with Town of Arlington and local permitting
- THC has engaged Marisa Schell Gregg of **Gregg Hunt Ahern & Embry** to support real estate contracting
- THC has engaged Blake Mensing of **The Mensing Group**, the first, and only, homegrown legal and business advisory firm solely dedicated to marijuana in Massachusetts. Blake represents THC's interests in regulatory affairs

Design

- THC is in initial discussion with Rachel Zsembery and Eric Kuhn of the design firm **Bergmeyer** regarding branding, design (store, packaging, signage), planning and permitting.

Banking

- THC has commenced the process to establish a banking relationship with **Northern Bank and Trust**, as part of the banks cannabis pilot program, and **Century Bank**.

Tax Advisors

- THC will use **BridgeWest**, one of the first accounting firms in the world to focus solely on the cannabis and hemp industries. Bridge West is a one-stop provider of accounting, audit, tax and advisory services tailored to the cannabis industry.

Insurance

- THC will contract with **Hub International**, the 8th largest insurance broker in the country, to source business insurance, risk services and claims management, and employee benefits.

Security

- THC is in initial discussion with **NetWatch** to provide live, 24/7, interactive video monitoring for the specific needs of the cannabis industry.

Human Resources & Training

- **Wurk** provides a one-stop payroll, benefits, timekeeping, scheduling HR portal for the cannabis industry.
- **HempStaff** provides recruiting and dispensary agent training for registered cannabis dispensaries.

Revenue and Economic Development for Arlington

THC understands Arlington is interested in economic development and development of its commercial areas. THC intends to participate strongly in the economic development of the Town in the following capacities:

Tax Revenue

Arlington is forecast to receive \$1.0m through municipal sales tax and community impact fees, based on \$16.8m in pre-tax revenue across all three dispensaries. THC's share of this projected \$1.0m would be approximately \$333k.

Employment Opportunity

THC anticipates creating the equivalent of 18 full time associate positions, 4 managerial positions, and opportunities to join the corporate team. While THC has a full complement of professional service and support staff from Massachusetts and around the country (See Professional Services Relationships), THC will look to bring on additional corporate-level team members to support rollout and growth, and is confident Arlington residents have all the skills needed locally.

Economic Spillover

Leveraging our store traffic may generate additional sales for other neighboring businesses. This could take the form of additional foot traffic, coupons, or other consumer incentives to buy local.

Network Effects of Development

Encouraging other non-retail cannabis businesses to locate in Arlington. THC is open to assist the Town in attracting other non-retail marijuana businesses and investment to the community.

Locating in Vacant or Under-Developed Locations

In this challenging economic environment, property owners face steady demand on upkeep for their properties, insurance, utilities, taxes, and mortgages. THC's investment, lease, and build out dollars provide needed income for property owners seeking to maintain their properties or unlock latent space. This form of economic development is critical as more retail space may become available as the full economic impact of Covid-19 filters through the economy and further affects local retail.

Local Ownership

From an economic development perspective, THC represents the possibility that Arlington residents can participate in this burgeoning industry from top to bottom, as owners, executives, managers, and associates, as well as customers and patients. This means not only tax revenue remaining in town, but potentially significant profits with economic multipliers on each additional dollar retained in the community.

Q5 Human Development: Employee Training Process

Human Development

THC strives for best-in-class employees and our vision for staff training and competence is to inspire loyalty in our team. We believe in investing in our employees so they invest in our success, and work with us for years to come.

All employees are required to undergo training specific to their role prior to commencing employment. All staff will complete the state mandated Responsible Vendor Training Program. The

state requires eight hours of annual ongoing job training and THC will seek to significantly exceed state requirements. THC will provide financial incentives for staff to become experts in operational areas, our product features and benefits to better educate and serve our customers. Our training plan will be designed around the following levels of knowledge:

- Associate: The employee understands the subject matter and is sufficiently familiar to participate in basic conversation. These staff members are trainees or assistant budtenders.
- Senior Associate: The employee has a sufficient understanding and grasp of the subject matter such that they can explain it to others, provide examples, and answer questions.
- Product Expert: The employee has read or studied the subject matter to understand the nuances of the subject and is sufficiently understands the material that they can teach it to others. These are our subject matter experts called upon when a customer has a specific technical question.

Training Topics

THC is a continuous learning organization and will embed diverse, relevant topics into ongoing training programs. Training will be offered in various formats including onsite workshops, webinars and videos, and written material. Training sessions will be offered on multiple occasions to ensure the opportunity for all employees to participate. Topics could include the following categories:

Product, Uses, Testing and Safety

- Understanding products, flower strains
- Absorption & effect based upon delivery system (lungs, stomach, skin)
- Cooking with marijuana oils
- Understanding product testing - what do the labs do and why; understanding types of product contaminants

Handling, Storage, and Disposal

- Proper storage of marijuana product; procedure for storing and disposing of bad product
- Handling inventory, stocking, intake; managing inventory
- Transportation regulations and challenges
- Preventing diversion (theft)

Technology

- Customer facing technology systems (POS and ID scanners)
- Proper record keeping

Safety, Security, and Service

- Handling age confirmations, fake IDs, and IDs of another person; provisions for confiscating fraudulent identifications; common mistakes made in ID and age verification; handling awkward customer situations – the law, regulations, and safe solutions
- Managing belligerent or under the influence customers
- Responding to a medical emergency
- General security
- Responding to a robbery

Management and Administration

- Understanding performance reports from the POS system
- Managing people, estimating staffing levels
- Effective communication skills and handling challenging employee situations

Other subjects as necessary

Staff will be held to a high standard. Violations of security or inventory handling policies will be grounds for termination and all employees will understand THC enforces a zero-tolerance policy for these matters.

Q6 Human Safety: Preliminary Security Plan

Overall Security

THC combine policies and procedure with technology, training, and common sense. We use chip-enabled ID cards and biometric access controls to restrict entry to sensitive areas. Access controls are pre-programmed to ensure only authorized individuals can secure access. We employ multiple internal and external cameras, 24x7 monitoring, and record, encrypt, and back up to the cloud.

Employees are continuously trained on the retail shop's security practices. All employees are trained on how to confirm age, identification, how to handle situations with fake IDs and other awkward situations. Training includes role playing scenarios to encourage the staff to anticipate what might go wrong and how to respond. Security extends to customer engagement, ensuring employees are properly trained to handle difficult situations like belligerent or unhappy customers or those who might pose a danger to themselves or others. Training reinforces our overall security, compliance, and diversion prevention programs, including placing all products on sales counters prior to sale, allowing overhead cameras to record all aspects of the transaction. When appropriate, training will be conducted by contracted industry experts. For critical issues, we will run safety drills. THC aims to be prepared for any and all situations.

Internal Security

Prior to allowing access to the store, a staff member will verify customer's age via a state-issued identification card. When a customer enters the vestibule of the retail shop, the individual is positioned to be fully on-camera. There will be no blind spots in the retail shop. The customer's state or government-issued ID will be scanned at time of entry and again at time of purchase. ID scanners analyze identification cards for fraud, alteration, or counterfeit by utilizing ID technology already deployed in liquor stores.

Access controls will be installed for limited access and employee-only locations, allowing only system-authorized persons to enter, and capturing the movement of all individuals on CCTV. The staff-only and limited access areas will have cameras at appropriate angles as will any employee-only entrance door and external cameras near that door. Further, the access systems can be programmed to allow only certain staff into certain restricted areas (such as the inventory room).

High resolution digital cameras will be present at every entry and exit, check-out stations, throughout all areas (except rest rooms), and at product display counters. All windows and doorways will be equipped with alarm sensors. All limited access areas will be properly signed with

“Authorized Personnel Only” or “Do Not Enter” signs. The Police Department and Fire Department be notified of any security changes.

At each check-out station, we (i) verify the customer’s ID, (ii) capture a picture of the ID, a picture of the person and (iii) connect both items to the purchase in a customer file within the POS system with a date and time stamp.

External Security

External security includes outdoor motion detection-enabled cameras with two-way speakers. Cameras will be atop and around the outside of the building, in the parking lot, and at entry and exit points, providing additional security to the surrounding community. The exterior will be well lit but with consideration of residential neighbors, if any. If abnormal activity is detected through the monitoring cameras, the diagnostic software along with a fully staffed 24x7 Command Center, can observe any incident and respond accordingly with established security protocols. The two-way speakers allow the command center to listen and talk to trespassers and loiterers, improving accuracy of notifications and information to management and emergency services.

All video is recorded, automatically encrypted, and backed-up to the cloud. A date and time stamp are embedded on all recordings, synchronized, and set correctly, and will not significantly obscure the picture. The retail shop cameras are capable of being monitored on-site from the security room, at the 24x7 Command Center, and from a monitor within Arlington’s police department. In the event of a security incident, the Command Center can “push” a video feed directly to the police department or, with local PD permission, to an officer on scene. We look forward to work with the Arlington police to support improving security at the store and in the neighborhood in any way through full transparent collaboration and access.

Emergency and Fire Safety

The vestibule will be designed to be large enough so as not to impede movement of an emergency medical service or fire department stretcher through the doorways. If there is a doorway offset between the street entrance and the inner door, all turns will be designed to allow easy movement of life safety equipment. The vestibule will also be equipped with a fire extinguisher and first aid kit in the event of an exterior emergency. The premises will be ADA (Americans with Disabilities Act) compliant and in compliance with all local/state building and fire codes. If necessary, THC will ensure that portable defibrillators will be available and easily accessible on premises.

Impaired Customers

Staff will undergo training on how to handle impaired customers. We will not sell to or serve (show products, etc.) impaired customers. However, we may interact with an impaired customer if necessary, to delay their departure until local police can arrive to conduct an impairment assessment.

Cash Handling

By the time THC’s store opens, Congress may have passed banking legislation to allow marijuana companies to access all traditional banking services. If that occurs, it is likely to reduce cash transactions to under 15% of total revenue.

In the meantime, cash will be routinely moved to a locked vault system. There are several systems in the market including some that have an under-counter cash collector where cash is deposited after

each transaction, automatically counted and sorted, and maintained in a locked vessel that can be affixed to the floor. We expect to make daily cash deposits. Until banking services are widespread (or in the event those services are not widespread by the time we open), we expect to utilize an armored car delivery service with an intentionally variable pick-up schedule for bank deposits

Internal Audits

THC will conduct a monthly analysis of its equipment and sales data to determine that no software has been installed that could be utilized to manipulate or alter sales data, in compliance with state regulations. THC will ensure that no other method has been employed to manipulate or alter its sales data. THC will maintain records that it has performed the monthly analysis and produce it upon request to the Commission. In addition, THC's operating plan provides for:

- Daily inventory audits to reconcile sales receipts against cash collected and inventory
- Weekly inventory audits to be reviewed and scrutinized by store manager for accuracy
- Monthly audit performed by the bookkeeper
- Quarterly third-party audit performed by accountant
- Annual review of financial statements

Q7 Human Harmony: Preliminary Traffic and Parking Plan and Intended Traffic and Parking Mitigation Measures

Managing Customer Traffic (Traffic Plan)

THC is committed to being a good neighbor and minimizing traffic congestion inside and outside the store. Providing a positive experience for our customers and the community of Arlington is of paramount concern. THC will proactively implement the following processes:

1. Incentivize customers to review the menu before visiting the store to minimize visit time
2. Overstaff the store until customer traffic normalizes
3. Place associates on the floor to discuss menu options with customers in line, reducing counter visit time and increasing customer throughput.
4. Pair counter associates with runners – to gather the order, reducing counter wait times.
5. Add temporary additional check-out stations, if needed.
6. Allow customers to order directly from their phone in store and move to the express line.
7. Offer a discount for customers who pre-order during the opening weeks.
8. Employ the QLess app, when customer traffic is heavy in general or on specific days.
9. Use discounts to direct customers to shop during less congested time periods, during off peak hours and normalize consistent store traffic

Parking Management

Subject to need, several attendants will manage parking during the opening weeks. THC is in conversation with several businesses and landowners in the area with excess parking to lease additional spaces during operating hours for employee and overflow parking. THC intends to open by appointment-only using the QLess scheduling app in the opening weeks to better gauge traffic and demand patterns.

The strongest Parking Management system is to attract customers within walking, biking, or bus distance who do not require parking. Given the location of other dispensaries in Arlington, THC expects its share of Arlington’s estimated addressable market to be drawn from within a 20-minute walk time radius, and well within a 20-minute bike time radius. Where allowable and if approved by the city, THC will install bike racks to accommodate eco-friendly means of transportation to be used by all. Incentive programs may be developed to encourage customers and patients to use alternative transportation means.

Figure 3: 10- and 20-Minute Walk Radius

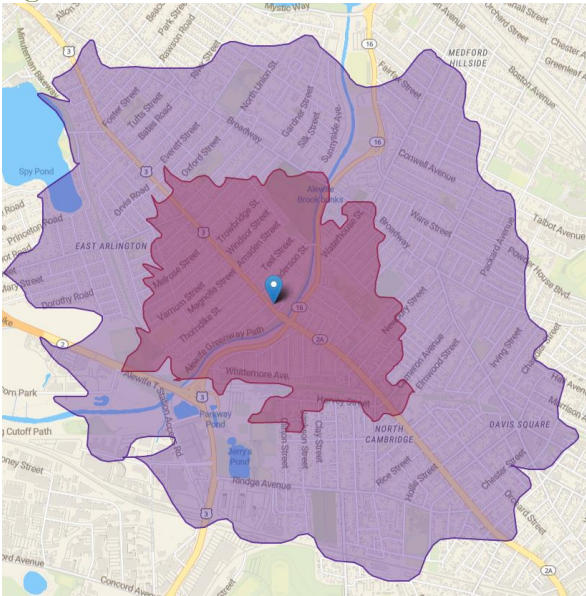
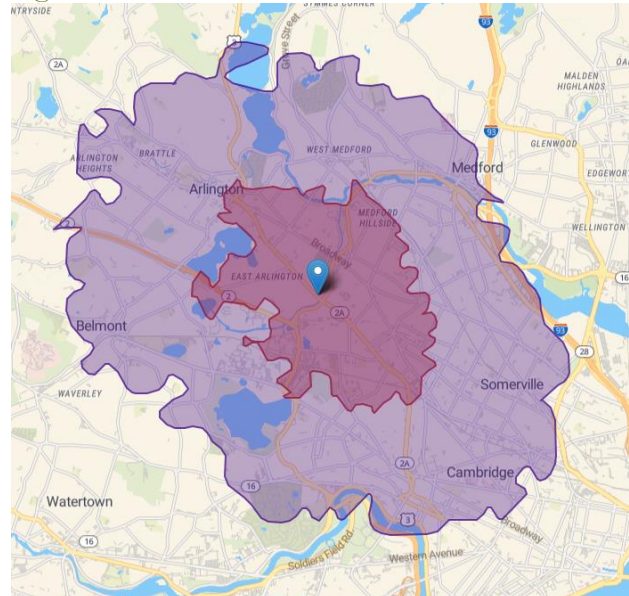


Figure 4: 10- and 20-Minute Bike Radius



Finally, as a last resort, in addition to plentiful off-street parking spaces, THC is in an area with free on-street parking.

Q8 Human Education: Commitment to Youth Safety, Abuse Prevention, and Community Education

Youth Use Prevention and Education Services

As local community members and parents raising children in the community, we look forward to assisting the Town with and participating in, community educational programs on public health, drug abuse prevention (including youth use prevention programs).

Senior Education Services

THC looks forward to work with the town, Council on Aging, Arlington Senior Center, Brightview Arlington, Sunrise of Arlington, and other facilities focused on seniors to support marijuana education programs for seniors and others interested in learning about the benefits of marijuana. This will include information on a variety of ailments including glaucoma, Parkinson’s, Multiple Sclerosis, Crohn’s, Hepatitis C, ALS, cancer, and other diseases.

Police DRE (Drug Recognition Expert) Training

Massachusetts' Special Commission on Operating Under the Influence and Impaired Driving developed 19 recommendations for state officials to consider. One recommendation calls for the Municipal Police Training Committee to expand training of drug recognition experts. THC would be interested in working with the Arlington Police Department to support DRE training.

Q9 Human Communication: Educating Customers About Restrictions on Public Consumption and Workplace Use, Second Hand Smoke Risks, and Dangers Of Operating Motor Vehicles While Impaired

THC will develop literature reviewing restrictions on public consumption, workplace use, secondhand smoke risks, and the dangers of operating motor vehicles while impaired to be used in orientation of new customers. Staff will be trained to communicate this information to new customers prior to sale, and this literature will be given to new customers with purchase. While we believe strongly in compassionate care, we also have significant concerns about responsible use.

THC will use vestibule wall space to communicate restrictions on public consumption and workplace use, second hand smoke risks, and dangers of operating motor vehicles while impaired that will be available for customers to read while they wait for entrance to the store interior.

Q10 Human Diversity: Job Creation, Commitment to Local Hiring and Diversity

Commitment to Diversity & Local Hiring

THC will recruit staff from the local Arlington community. Preference will be given to veterans and individuals with knowledge and/or experience in the therapeutic use of marijuana. It is of utmost importance to THC that we hire a staff that represents the diversity of the community and customers whom we serve.

New staff will be evaluated for presentation, people skills, communication abilities, and attitude. Restaurant and food service workers, whose livelihoods have been disproportionately impacted by Covid-19, often have the quick task-changing skill set best suited for a position in a retail marijuana shop.

Staff will dress in a common outfit (e.g. pants color and company-supplied shirt in various styles) and will always display a name badge and proper credentialing tags as required by the state.

General Staffing and Recruitment

The store will be staffed with a manager, compliance and inventory manager, shift managers, senior associates trained and trusted to open or close the store, inventory associates, security professionals, and 15 to 20 full and part-time associates, commonly called "budtenders." We expect to have three administrative positions, one on-site at a time, as well as parking attendants as needed.

Staff will be recruited either directly from local advertising, via job fairs, or through cannabis industry staffing firms. We are committed to hire a diverse staff. We will also recruit through the CCC's social equity connector program. The CCC has a Local Employment Leader rating system that requires 51% or more of the licensee's employees have been a Massachusetts resident for 12

months or more. Our staffing goal is at least 75% of the team from Arlington and surrounding towns. Store staff will report to managers and operations executives.

Q11 Human Environment: Supporting the Unique Character, Culture, and History of Our Neighborhood, Maintaining Geographic Balance in the Distribution Of Marijuana Establishments

Supporting the Unique Character, Culture, and History of the Neighborhood

Creating an Attractive Space for the Community

As members of the community, THC strives not only to comply with zoning and regulations, but to live up to the spirit of the community and have a positive impact on the character of the neighborhood in which we are situated. For instance, THC anticipates working with Arlington Redevelopment Board, Board of Health, Police Department, and others to ensure its location and exterior pass Environmental Design Review standards, including

- Preservation of Landscape
- Relation of Buildings to Environment
- Open Space
- Circulation
- Surface Water Drainage
- Utility Service
- Advertising Features
- Special Features
- Safety
- Heritage
- Microclimate
- Sustainable Building and Site Design

THC has had initial engagement with design and architecture firms regarding the planning and design of its space. THC anticipates relying on the professional experience of skilled designers and architects to not only support planning and rollout of the built environment but to collaborate in a detailed review of the uses and structures at THC's location which have a substantial impact on the character of the town, traffic, utilities, property values, public health, safety and general welfare.

Avoiding Primarily Residential Districts, Maintaining Neighborhood Character

In determining where to allow new cannabis uses in town, Arlington's Planning and Community Development department eliminated businesses and districts that *might be located within primarily residential districts*.¹⁵ The town created a 300- and 500-foot buffer around the public and private K-12 schools in the community. Taking the analysis a step further, the Town applied a density buffer of 2,000 feet to existing Marijuana Establishments and Marijuana Treatment Centers. Subsequent revisions to Zoning required additional buffers of 300 feet from Town playgrounds and recreational facilities and 200 feet from public libraries. Of the above restrictions, the density requirement is the sole restriction with flexibility.¹⁶ THC has identified locations that conform with these requirements.

¹⁵ Town of Arlington. Memorandum Re: Background Information on Proposed Zoning Amendments. October 5, 2018. Web. Accessed May 11, 2020. <https://www.arlingtonma.gov/home/showdocument?id=44721>

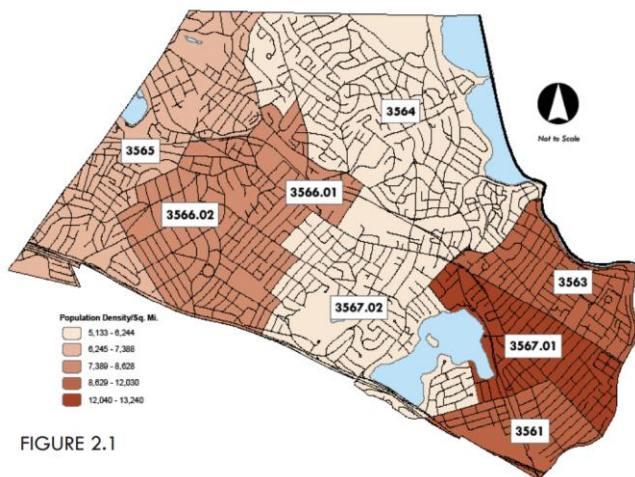
¹⁶ Per Town of Arlington Marijuana Establishment Host Community Agreement (HCA) License Application, Section 5, "The Arlington Redevelopment Board *may, but is not required to* grant relief from buffer zone requirements as set forth in section 8.3.B.2 of the Zoning Bylaw", which refers to the 2,000 foot buffer between similar establishments

Maintaining Geographic Balance in the Distribution of Marijuana Establishments

Per Town bylaws, Arlington currently has a cap of three on the number of dispensaries permitted. These three dispensaries will be distributed across the town's landmass and the Town seeks geographic balance in the distribution of marijuana establishments.

THC suggests geographic balance should weight landmass and population with the intent of the zoning concerns above, to ensure safe and convenient community access. Per the Arlington Master Plan, Arlington is divided into eight census tracts. These census tracts are small, sub-zip code level areas delineated for statistical purposes to track and report demographic change. Per Figure 5, below, Arlington's population density map shows the town is most densely populated on its Eastern and Western-most poles.

Figure 5: Population Density by Census Tracts



Arlington's existing cannabis dispensaries to-be are located near the polar ends of Town. Apothca is in the current Swifty Printing location, in the Arlington Heights area (Figure 6, below), eliminating much of the appropriately zoned Arlington Heights commercial area for a third potential adult use cannabis dispensary with its 2,000-foot buffer. Eskar is in the former New England Teamsters Federal Credit Union, in the North of Broadway area (Figure 6, below), eliminating much of the appropriately zoned Broadway commercial area for a third potential adult use cannabis dispensary with its 2,000-foot buffer.

While this leaves some appropriately zoned locations in the center of town, much of the area is either *primarily residential*, like the corridor along Summer Street, which runs afoul of the original reason behind eliminating B1 and B2 zoned businesses.¹⁷ Or, locations are close to the High School or Ottoson Middle School, like the Mirak and Dudley Street properties. Teen and tween students were identified as the key audience from which to buffer, making these locations less than ideal.¹⁸

¹⁷ Town of Arlington. Memorandum Re: Background Information on Proposed Zoning Amendments. October 5, 2018. Web. Accessed May 11, 2020. <https://www.arlingtonma.gov/home/showdocument?id=44721>

¹⁸ Marijuana Study Group, "Meeting Summary." October 17, 2018

Thus, THC asks that the Selectboard consider a North-South division of geography along Mass Ave and Broadway, as well as an East-West division (Figure 6, below). THC’s suggested formulation of Census tracts yields three nearly identical land mass areas and similar populations.

Figure 6: Suggested Geographic Balance of Landmass and Population

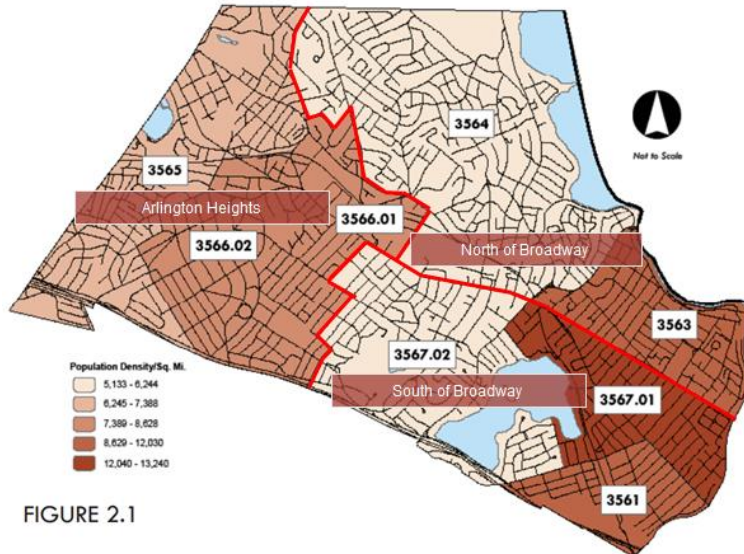


FIGURE 2.1

Table 9: Geographic Balance of Arlington Dispensary Areas

Name (Census Tract)	Landmass	Population
Arlington Heights	1.90	14,965
North of Broadway	1.80	12,287
South of Broadway	1.80	15,592

Thus, locating an additional dispensary South of Broadway, along the Mass Ave commercial spine would

- Maintain geographic balance in three evenly sized and populated land areas
- Avoid impacting areas that are primarily residential, per the elimination of B1 and B2 zones
- Minimize changes to traffic patterns, building on main thoroughfares built for capacity
- Monetize vacant or developable properties in town, rather than disturb existing business
- Avoid proximity to the High School and Ottoson Middle School, the main geographic concentration of target populations from a Youth Safety standpoint
- Potentially increase municipal tax income from neighboring communities

Appendix 1: Massachusetts and Arlington Market Sizing

Based upon population, income, current zoning, and other demographics, THC forecasts the Arlington addressable market to be approximately \$20.7m post-tax with the town’s three licensed stores generating annual pre-tax revenue of \$5.6m on average.

THC uses the developed Washington State market as a benchmark for projected future cannabis expenditure per resident, given the state’s similar population size, wealth, and the economic structure of its cannabis market. Washington State was one of the earliest adult-use marijuana states, voting along with Colorado in 2012 to legalize. Washington has county-level limits to the number of production, processor, and retail licenses allowed, somewhat akin to the varying municipal limits on licenses across Massachusetts. Over the course of the industry’s development, the Washington market experienced strong price compression: An ounce of medium quality cannabis is \$197.72 in Washington, while an equivalent once currently goes for \$282.30 in Massachusetts, more than 40% higher.¹⁹ This makes Washington a robust proxy for where Massachusetts retail prices will trend over time, as additional producers and processors come online and reduce prices in the Bay State.

THC further selected sub-state units with comparable urban centers, income levels, and geographic proximity to state borders to Arlington: King county, anchored by Seattle, WA; Pierce county, anchored by Tacoma, WA; and Thurston county, anchored by Olympia, WA. These counties’ age distributions are like Arlington’s, have similar – though lower – median income levels to Arlington, and do not benefit from cross-border sales traffic like Arlington:

Table 10: Median Income and Age Bracket by County

Geography	Median Income ²¹	Age by Decade (% of Population) ²⁰								
		0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
King	~\$95,000	12	11	15	17	14	13	10	6	3
Pierce	~\$75,500	14	12	15	15	12	13	11	6	3
Thurston	~\$72,700	12	12	13	15	12	12	13	7	4
Arlington	~\$107,000	13	10	9	16	15	14	11	7	4

THC assumes a similar pattern of spending on cannabis as a percent of consumers’ basket of goods between Washington and Massachusetts. We normalize expenditure per resident across Washington and Massachusetts’ differing tax regimes and adjusts for Massachusetts’ higher income over cost of living (“COLA”). Based on the latest available month of public data,²² February, 2020, annual sales expenditure per resident on retail cannabis for each county are estimated as following.

¹⁹ PriceofWeed.com. Web. Accessed May 5, 2020

²⁰ U.S. Census Bureau (2018). American Community Survey 5-year estimates. Web.

²¹ *Ibid*

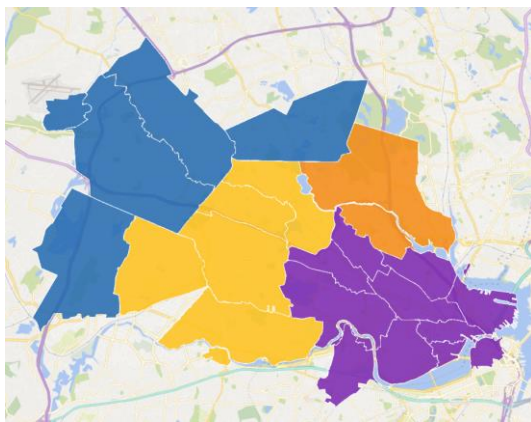
²² <https://502data.com/counties>. Web. Accessed May 5, 2020

Table 11: Projected Annual Cannabis Expenditure per Resident by County

County	Population	Excise Tax	Retail Sales	Sales and Tax Expenditure per Resident	MA COLA	Net of MA Taxes	Annual
King	2,233,163	\$8,404,141	\$31,118,036	\$17.70	\$19.07	\$15.51	\$228.89
Pierce	891,299	\$4,218,898	\$15,621,326	\$22.26	\$23.99	\$19.51	\$287.90
Thurston	286,419	\$1,524,222	\$5,643,741	\$25.03	\$26.97	\$21.93	\$323.67

Based on geography and municipal zoning status, THC estimates that Arlington’s three potential dispensaries will capture 100% of the Arlington market, approximately 30% of the Lexington market, and 25% of the Winchester market, with some customers preferring to visit stores in Waltham, Woburn, Medford, Belmont, Somerville, Cambridge, or elsewhere. As illustrated in blue (Figure 7 below), Lexington and Winchester have bans on adult use cannabis in place.

Figure 7: Zip Codes by Cannabis Zoning Status



	License cap
	Zoning in place
	Ban in place
	In planning

Table 12: Area Municipalities, Population, and Zoning

Cities & Towns	Census Population ²³	Estimated Market Capture (%)
Arlington	42,844	100%
Belmont	38,902	0%
Cambridge	141,405	0%
Lexington	50,216	30%
Medford	83,403	0%
Somerville	102,193	0%
Winchester	21,382	25%

Given Arlington’s higher median income relative to both Washington State comparators and Massachusetts, THC applies the highest estimated annual expenditure average per resident to Arlington’s estimated 60,000-person market area, and derives its projected addressable market value of \$20.7m, including taxes. To be clear, ‘expenditure per resident’ is used to compare average sales activity in comparable population distributions. THC in no way anticipates selling to *all* residents; only to adults 21-years-old or older.

²³ United States Census Bureau. 2010 Census.U.S. Census Bureau. 2010. Web.

Massachusetts allows up to 23% tax on the sale of adult use cannabis at the retail-level:

Table 13: Massachusetts State and Municipal Tax on Adult Use Cannabis Sales

Adjusting gross sales including tax, by the maximum allowable state and municipal taxes yields around \$16.8m in pre-tax sales or approximately \$5.6m revenue for Arlington’s 3 stores. This implies approximately \$1.0m in municipal tax generated from retail adult use cannabis sales for the Town of Arlington.

Appendix 2: Average Ticket Size, Customer Volume, and Throughput

Average Ticket Size

Based on the size of the addressable Arlington market (Appendix 1), THC expects to serve approximately 250 customers per day and 333 on Saturdays. THC estimates average pre-tax customer ticket value at the Arlington location at \$60, given Massachusetts’ historical basket of cannabis products purchased over the first year of adult use sales, average costs per unit over the same time period,²⁴ and Arlington median household income. THC expects adult use customers to pay the maximum allowable 23% in tax.

Over the course of the first year of operation for the adult use cannabis industry in Massachusetts, gross sales for adult-use cannabis retail stores and co-located medical and adult-use stores were \$394m+, excluding taxes.²⁵ (Table 14 below)

Over the course of the first year, the top three product categories by sales value, which accounted for over 90% of total sales by value, were:

1. Buds or “Flower”, which represented 49% of total sales by value
2. Concentrates, which accounted for 27% of total sales by value
3. Infused Edibles, which represented for 15% of total sales by value

Across all sales, these three product categories obtained the following average cost per unit:

1. Buds: \$40.79
2. Concentrates: \$72.33
3. Infused Edibles: \$38.41

Taking the state of Massachusetts as an individual consumer, the average ticket would be approximately \$45.82, with over 90% of the value of the ticket made up of the top three products.

Table 14: Sales, Percent of Units and Sales by Product Category November 2018-November 2019

Product Category	Total Units	Total in Dollars	Units (%)	Sales (%)	Average Cost Per Unit	Value in Average Sale
Buds	4,705,546	\$191,940,288.30	51%	49%	\$40.79	\$19.89
Concentrate	47,688	\$3,449,114.20	1%	1%	\$72.33	\$0.63
Concentrate (Each)	1,782,161	\$107,352,206.40	19%	27%	\$60.24	\$16.43
Infused (edible)	1,564,222	\$60,076,284.20	17%	15%	\$38.41	\$5.86
Infused (non-edible)	241,373	\$14,336,714.10	3%	4%	\$59.40	\$2.16
Infused Pre-Rolls	15,987	\$317,772.50	0%	0%	\$19.88	\$0.02

²⁴ Massachusetts Cannabis Control Commission. “A Baseline Review and Assessment of the Massachusetts Adult-Use Cannabis Industry: Market Data and Industry Participation.” February, 2020. Web. Accessed May 6, 2020

²⁵ *Ibid*

Kief	9,017	\$276,511.50	0%	0%	\$30.67	\$0.02
Raw Pre-Rolls	713,747	\$13,873,448.30	8%	4%	\$19.44	\$0.69
Shake/Trim	4,442	\$132,132.00	0%	0%	\$29.75	\$0.01
Shake/Trim (by strain)	83,035	\$1,949,656.00	1%	0%	\$23.48	\$0.12
Suppository	47	\$1,200.00	0%	0%	\$25.53	\$0.00
Total	9,167,265	\$393,705,327.50	100%	100%	\$419.92	\$45.82

Customer Volume

With median household income in Arlington approximately 33% above state average,²⁶ THC anticipates a higher than average ticket size at its Arlington location. With pre-tax sales per store expected to be between \$5.6m (Appendix 1), and pro forma average ticket values at \$60, a 33% premium over state average, THC estimates customer volume per day to be approximately 250 on average. (Table 15 below)

Store Sales	\$5.6m
Pre-Tax	\$60.00
Post-Tax	\$73.80
Average Customers per Day	256

Customer Throughput

As with conventional retail, THC expects its approximately 250 customers per day to arrive during a peak traffic window of 6 hours, which receives 80% of the day's traffic. Average customer cycles – time from arriving at the counter to departure – are projected to range between 7.5-12 minutes for regular offline transactions and 3-5 minutes for pre-pay and pre-order web-based express transactions.

Analyzing daily adult use cannabis retail sales data for Massachusetts for 2019, THC determined the following sales activity shares across days. Carrying through annual store revenue of \$5.6m (see Appendix 1) at the THC store, average ticket size of \$60, 6 peak hours and 80% percent of customers arriving in peak hours, THC projects the following volume of customers during peak hours by day (Table 16 below).

²⁶ U.S. Census Bureau (2018). American Community Survey 5-year estimates. Web.

Table 16: Customers at Peak per Day

Day of Week	Percent of Sales	Customers at Peak
Monday	12%	29
Tuesday	12%	30
Wednesday	12%	30
Thursday	13%	32
Friday	18%	44
Saturday	19%	45
Sunday	14%	33
Total	100%	

Key:

Max Customers

To address throughput projections at the store, THC will segregate inbound customers in separate lines between express (online pre-pay and pre-order), regular customers, and medical cardholders and veterans. The medical cardholder and veteran line is expected to move at the same pace as regular offline sales (7.5-12 minutes per transaction). Medical cardholders or veterans that pre-pay or pre-order online will join the express line. Thus, THC anticipates deploying 6 check-out stations, designed to serve up to 58 customers per hour, given a mix of web-based and offline transactions, (Table 17 below).

<i>Table 17: Customers Served by Station by Station Type, Offline and Online Mix</i>						
Station Number	1	2	3	4	5	6
Type	PP	PO	Reg	Reg	Reg	Reg
Cycle Time	3	5	7.5	7.5	12	12
Customers per Hour	20	12	8	8	5	5
Total Customers per Hour	58					

Station Types

- PP = Pre-pay
- PO = Pre-order
- Reg = Offline

With 45 projected maximum customers at peak, based on the conservative expectations of \$5.8m in pre-tax sales and \$60 average ticket projections, THC could be off in its estimations by 25%+ and still satisfy all customers at peak.

S7 Proposed Host Community Agreement

**HOST COMMUNITY AGREEMENT FOR ADULT-USE RETAIL
BETWEEN
THE TOWN OF ARLINGTON
AND THE HUMAN CONNECTION, LLC**

THIS HOST COMMUNITY AGREEMENT ("Agreement") is entered into pursuant to M.G.L. c.44, §53A this _____ day of _____, 2020 by and between The Human Connection, LLC, a Massachusetts Limited Liability Corporation with a principal office address of 29 Florence Ave, Arlington, MA ("**OPERATOR**") and the TOWN OF ARLINGTON, a Massachusetts municipal corporation with a principal address of 730 Mass Ave., Arlington, MA 02476 ("**TOWN**").

WHEREAS, OPERATOR seeks to operate a Marijuana Retailer Establishment ("**MRE**"), as defined in M.G.L. c 94G, Section I, for retail sales of marijuana and marijuana products in the TOWN at _____, Arlington, MA (the "**Facility**");

WHEREAS, OPERATOR and TOWN agree that if a Final License to operate is granted to OPERATOR by the Cannabis Control Commission ("**CCC**") the OPERATOR'S MRE, will impact TOWN Resources in ways unique to such businesses and will draw upon TOWN resources such as TOWN law enforcement, public health, inspectional, fire protection services as well as TOWN rights-of-way in a manner not shared by the general public and shall cause additional unanticipated impacts upon the TOWN; and

NOW, THEREFORE, in consideration of the above, OPERATOR offers and the TOWN accepts the following Agreement terms in accordance with M.G.L. ch.44 §53A:

1. OPERATOR shall pay to the TOWN 3% of the gross revenue received by OPERATOR from retail sales at the Facility accruing from the date of commencement of sales by OPERATOR in the TOWN ("**Sales Commencement Date**"). The initial payment to the TOWN shall be made on the first day of the seventh month after the Sales Commencement Date ("**Initial Payment Date**") and shall reflect gross revenue for the first quarter of sales. Thereafter payments shall be made every six months, and shall reflect the subsequent six month's sales, with the final three months payment remaining unpaid until three months after the termination of this Agreement. OPERATOR shall notify the TOWN when OPERATOR commences retail sales within the TOWN. OPERATOR's records maintained pursuant to 935 CMR 500.105(8) will be available to the TOWN upon request to verify OPERATOR's payment amounts. The TOWN may notify OPERATOR to delay the initial payment, in which case the initial payment shall be made as specified by the TOWN; however, the timing of subsequent payments shall be made as if the initial payment had been on the Initial Payment Date.
2. The purpose of this Agreement is to assist the TOWN in addressing any public health, safety and other effects or impacts the MRE may have on the TOWN. The TOWN shall use the above-referenced payments in its sole discretion consistent with the purpose of the Agreement.
3. OPERATOR agrees that it is required to obtain all local permits required pursuant to Massachusetts Law and the TOWN's Zoning Bylaws and Regulations. Provided the TOWN acts in accordance with the procedures set forth in G.L. c.44, §530, OPERATOR shall be required to pay the reasonable costs for the employment by the TOWN's boards and/or officials of outside consultants, including without limitation,

engineers, architects, scientists and attorneys required to review the application for such local permits required to operate the MRE.

4. At all times during the Term of this Agreement, property, both real and personal, owned or operated by OPERATOR shall be treated as taxable, and all applicable real estate and personal property taxes for that property shall be paid either directly by OPERATOR or by its landlord, and neither OPERATOR nor its landlord shall object or otherwise challenge the taxability of such property and shall not seek a non-profit exemption from paying such taxes. Notwithstanding the foregoing, (i) if real or personal property owned, leased or operated by OPERATOR is determined to be non-taxable or partially non-taxable, or (ii) if the value of such property is abated with the effect of reducing or eliminating the tax which would otherwise be paid if assessed at fair cash value as defined in G.L. c. 59, §38, or (iii) if OPERATOR is determined to be entitled or subject to exemption with the effect of reducing or eliminating the tax which would otherwise be due if not so exempted, then OPERATOR shall pay to the TOWN an amount which when added to the taxes, if any, paid on such property, shall be equal to the taxes which would have been payable on such property at fair cash value and at the otherwise applicable tax rate, if there had been no abatement or exemption; this payment shall be in addition to the payments made by OPERATOR under Section 1 of this Agreement.

5. OPERATOR acknowledges that the TOWN has imposed a local sales tax upon the sale or transfer of marijuana or marijuana products by a marijuana retailer operating within the TOWN, pursuant to the provisions of G.L. c.64N. Accordingly OPERATOR, as required by applicable law, shall remit to the Massachusetts Department of Revenue the excise tax rate determined by the Commonwealth of Massachusetts for the sale of adult-use marijuana and adult-use marijuana-infused products, currently at 3.0% of gross annual sales. Pursuant to G.L. c.64N; §3, the excise taxes received by the Department of Revenue "shall at least quarterly be distributed, credited and paid [to the Town] by the state treasurer". Nothing herein shall limit the ability of the TOWN to adjust the local sales tax in the future, should the law be amended to allow for an increase in such allowable sales tax.

6. OPERATOR shall work with the Arlington Police Department in determining the placement of exterior security cameras, so that at least two cameras are located to provide an unobstructed view in each direction of the public way(s) on which the MRE is located. OPERATOR will maintain a cooperative relationship with the Arlington Police Department, including but not limited to periodic meetings to review operational concerns, cooperation in investigations, and communication to Arlington Police Department of any suspicious activities on the site.

7. OPERATOR shall work with the Police Department to implement a comprehensive diversion prevention plan to prevent diversion, such plan to be in place prior to the commencement of operations at the Facility. Such plan shall include, but is not limited to:

- a. training OPERATOR employees to be aware of, observe, and report any unusual behavior in authorized visitors or other OPERATOR employees that may indicate the potential for diversion; and
- b. utilizing seed-to-sale tracking software to closely track all inventory at the Facility.

8. OPERATOR shall inform and advise the TOWN's Board of Health and Police Department of the results of all inspections, notices to cure, violations, and any other adverse findings by the CCC or other State regulatory authority.

9. Except for senior management positions, OPERATOR commits to hiring local, qualified employees to the extent consistent with law. In addition to the direct hiring, OPERATOR will work in a good faith, legal

and non-discriminatory manner to hire local vendors, suppliers, contractors and builders from the Arlington area where possible.

10. The OPERATOR shall submit at least annual financial records to the TOWN on or before January 15 of each calendar year, with a certification of the Gross Sales for the respective year. The OPERATOR shall also submit to the TOWN copies of any additional financial records that the OPERATOR is required to submit to the CCC.

11. The OPERATOR shall maintain its books, financial records, and other compilations of data pertaining to the requirements of this Agreement in accordance with standard accounting practices and any applicable regulations or guidelines of the CCC. All records shall be kept for a period of at least seven (7) years.

12. The term of this Agreement shall be for five (5) years from the date the MRE first opens to the public ("Term"). All payments required hereunder shall remain in effect for the duration of the term. At the conclusion of the term of this Agreement the parties shall renegotiate a new HCA in accordance with the current prevailing regulations and laws as they may be amended or replaced.

13. This Agreement shall terminate at the time that either of the following occur:

- a. the TOWN notifies OPERATOR of the TOWN's termination of this Agreement for "cause", which shall be defined as a failure of the OPERATOR to adhere to the terms of this Agreement or Massachusetts and local laws, ordinances and regulations which is not cured within ten (10) days after written notice thereof; or
- b. OPERATOR ceases to operate a MRE in the TOWN; OPERATOR shall provide notice to the City of the date of commencement of operations at least fourteen (14) days prior to such date.

14. In the event the OPERATOR longer does business in the TOWN or in any way loses or has its license revoked by the CCC, this Agreement shall become null and void; however the Company will be responsible for the prorated portion of the quarterly payment due under Section 1 above.

15. The obligations of OPERATOR and the TOWN recited herein are specifically contingent upon the issuance by CCC to OPERATOR of a Final License for the operation of a MRE in the TOWN, and OPERATOR obtaining all required approvals from the TOWN for the OPERATOR to serve customers both from the New Location in Town.

16. OPERATOR shall not assign, sublet or otherwise transfer this Agreement, in whole or in part, without the prior written consent of the TOWN and shall not assign any of the moneys payable under this Agreement, except with the written consent of the TOWN, provided, however, that a pledge or assignment of assets, profits or receivables required in connection with financing the business by OPERATOR shall not be considered an assignment for the purposes of this paragraph.

17. This Agreement is binding upon the parties hereto, their successors, assigns and legal representatives. Neither the TOWN nor OPERATOR shall assign or transfer any interest in the Agreement without the written consent of the other.

18. OPERATOR shall comply with all laws, rules, regulations and orders applicable to the operation of an MRE, such provisions being incorporated herein by reference, and shall be responsible for obtaining all necessary licenses, permits, and approvals required for the operation of an MRE.

19. Any and all notices, or other communications required or permitted under this Agreement, shall be in writing and delivered by hand or mailed postage prepaid, return receipt requested, by registered or certified mail or by other reputable delivery service, to the parties at the addresses set forth on Page 1 or furnished

from time to time in writing hereafter by one party to the other party. Any such notice or correspondence shall be deemed given when so delivered by hand, if so mailed, when deposited with the U.S. Postal Service, or if sent by private overnight or other delivery service, when deposited with such delivery service.

20. If any term or condition of this Agreement or any application thereof shall to any extent be held invalid, illegal or unenforceable by the court of competent jurisdiction. the validity, legality, and enforceability of the remaining terms and conditions of this Agreement shall not be deemed affected thereby unless one or both parties would be substantially or materially prejudiced.

21. This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts and OPERATOR submits to the jurisdiction of the Trial Court for Middlesex County for the adjudication of disputes arising out of this Agreement.

22. This Agreement, including all documents incorporated herein by reference, constitutes the entire integrated Agreement between the parties with respect to the matters described. This Agreement supersedes all prior agreements, negotiations and representations, either written or oral, and it shall not be modified or amended except by a written document executed by the parties hereto

TOWN OF ARLINGTON

THE HUMAN CONNECTION

By

By

Its

Its

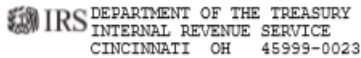
Dated

Dated

Proof of Group A Priority

100% Arlington Resident-Owned Entity

IRS communication showing Jared Glanz-Berger, resident of Arlington, as the sole member of The Human Connection LLC



Date of this notice: 05-13-2020

Employer Identification Number:
85-1039717

Form: SS-4

Number of this notice: CP 575 G

HUMAN CONNECTION LLC
JARED GLANZ-BERGER SOLE MBR
29 FLORENCE AVE
ARLINGTON, MA 02476

For assistance you may call us at:
1-800-829-4933

IF YOU WRITE, ATTACH THE
STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 85-1039717. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear off stub and return it to us.

A limited liability company (LLC) may file Form 8832, *Entity Classification Election*, and elect to be classified as an association taxable as a corporation. If the LLC is eligible to be treated as a corporation that meets certain tests and it will be electing S corporation status, it must timely file Form 2553, *Election by a Small Business Corporation*. The LLC will be treated as a corporation as of the effective date of the S corporation election and does not need to file Form 8832.

To obtain tax forms and publications, including those referenced in this notice, visit our Web site at www.irs.gov. If you do not have access to the Internet, call 1-800-829-3676 (TTY/TDD 1-800-829-4059) or visit your local IRS office.

IMPORTANT REMINDERS:

- * Keep a copy of this notice in your permanent records. This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you. You may give a copy of this document to anyone asking for proof of your EIN.
- * Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- * Refer to this EIN on your tax-related correspondence and documents.

If you have questions about your EIN, you can call us at the phone number or write to us at the address shown at the top of this notice. If you write, please tear off the stub at the bottom of this notice and send it along with your letter. If you do not need to write us, do not complete and return the stub.

Your name control associated with this EIN is HUMA. You will need to provide this information, along with your EIN, if you file your returns electronically.

Thank you for your cooperation.

The Human Connection

An Arlington-based community-led
dispensary, with economic growth and
human connection in its roots



Overview

- » *Updates Since Application*
- » *Overview of Application*
- » *Clarification on Feedback*



Overview

- » *Updates Since Application*
- » *Overview of Application*
- » *Clarification on Feedback*



Updates Since Submittal: Acquisition of Medical License, Farm, Processing, and Retail

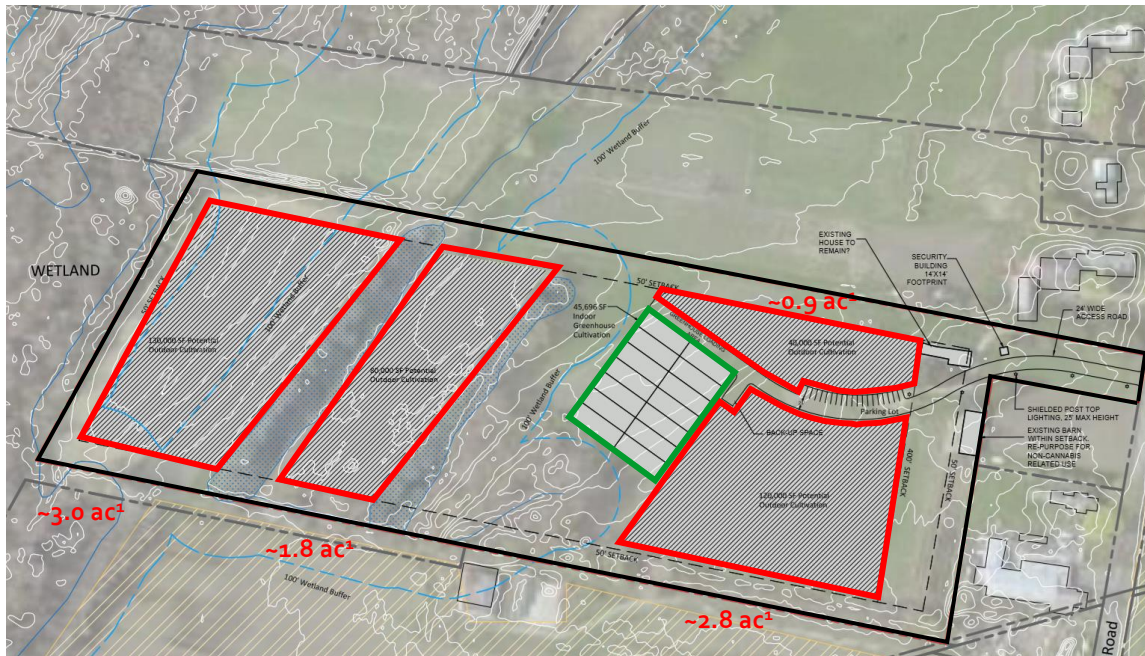
- » *The Human Connection* CEO, Jared Glanz-Berger, negotiated acquisition of Debilitating Medical Condition Treatment Centers, Inc., (“DMCTC”) a Pioneer Valley-based provisional medical license
- » DMCTC holds a Host Community Agreement in Agawam, MA, where it plans to site retail and processing facilities
- » Jared led DMCTC to secure Host Community Agreement and municipal approvals in Whately, MA, where DMCTC plans a greenhouse cultivation facility
- » DMCTC has begun site work for its greenhouse complex in Whately and plans to commence cultivation in 2Q21
- » If approved in Arlington, *The Human Connection* will feature DMCTC’s soil and sun-grown product on its shelves, as well as a wide variety of products produced by independent, locally-owned cannabis manufacturers
- » *The Human Connection* supports other Arlington-based entrepreneurs pursuing cannabis businesses in the area



DMCTC Cultivation: 100k sqft canopy planned for 20+ acre fertile farmland property

20+ acres of soil- and sun-grown cannabis located in MA's richest farmland soil

Production Facilities



Key:

 Planned greenhouse space designed to contain ~25k sqft of canopy¹

 Planned sun-grown space designed to contain ~75k sqft of canopy¹

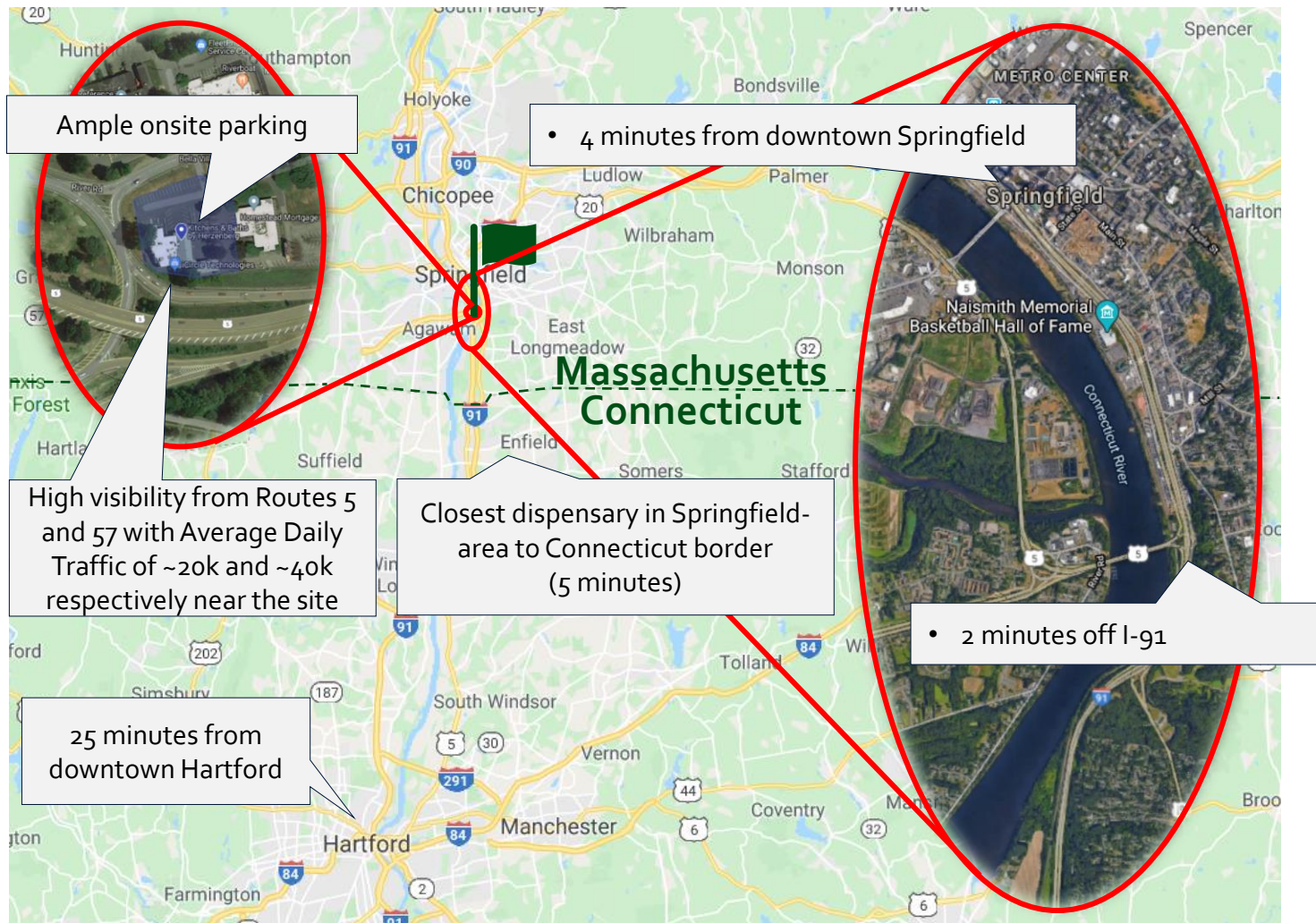
 Planned property outline¹

¹ Property lines and boundaries estimated and not drawn to scale; borders and useable acreage estimated and subject to change per ongoing engineering work

Production Capacity


- » Projected to maximize state 100k sqft canopy limit
 - Planned initial ~45k sqft greenhouse with planned 25k sqft canopy
 - Future modular expansion of greenhouse to build up to 100k sqft of canopy
 - Expected bulk yield of ~6.5k+ lbs per annum on initial 25k sqft canopy²
 - Planned initial ~75k sqft of sun-grown canopy
 - Fertile soil, well water, and ample sun
 - 8 ft security fences, 24 hour surveillance with live feed to local police, extensive alarms, and staff onsite to keep property secure
 - Operational team experienced in outdoor cannabis production, from Washington state, expects bulk yield of ~6.5k+ lbs per annum
 - Onsite water, power infrastructure
 - Ample well water
 - Existing solar array installed
 - Farmhouse to be used as staff housing and office onsite
- » State limits license holders to a maximum 100k sqft of canopy

DMCTC Planned Retail: Agawam (Springfield-area), close to Connecticut border on I-91



Highlights:

- » **DMCTC's current medical license location**
 - Closest location to Connecticut border off I-91
 - Priority review for retail
- » **2,500+ sqft dispensary**
 - Possesses host community agreement and provisional license, requires fit out
 - Enjoys priority review by state regulators
- » **Located in Greater Springfield-area**
 - Positioned to be the de facto dispensary for West Springfield and Springfield Area to the CT-border if Agawam allows adult use retail sales
- » **Average Daily Traffic¹ ("ADT") of ~60k from Springfield**
 - ~20k ADT on Rt 5
 - ~40k ADT on Rt 57


Permitted Location in
Agawam, MA (Medical)

¹Source: MassDOT Transportation Data Management System (2019)

Overview

» *Updates Since Application*

» *Overview of Application*

» *Clarification on Feedback*



The Human Connection: Origin and Mission

Mission: Operate a dispensary by the community for the community – community-focused, safe, and secure

» Origin

- The Human Connection (“THC”) started as a conversation among neighbors during a “6 feet at 6 pm” porch check-in
- A seasoned investor and operator in the cannabis space, THC CEO, Jared Glanz-Berger, saw an opportunity to bring his expertise closer to home
- Neighbors and others in Arlington are interested to contribute skills and capital to a local cannabis business
- The knowledge needed for a successful dispensary exists in Arlington, as well as the opportunity to keep both management and *ownership* local



The Human Connection: Human-Centered Values

Personalized, trusted customer education and experience with a focus on safety awareness and appropriate usage

Supporting local community, especially in the time of Covid-19 and other unforeseen events

Economic and spatial development

Staff training

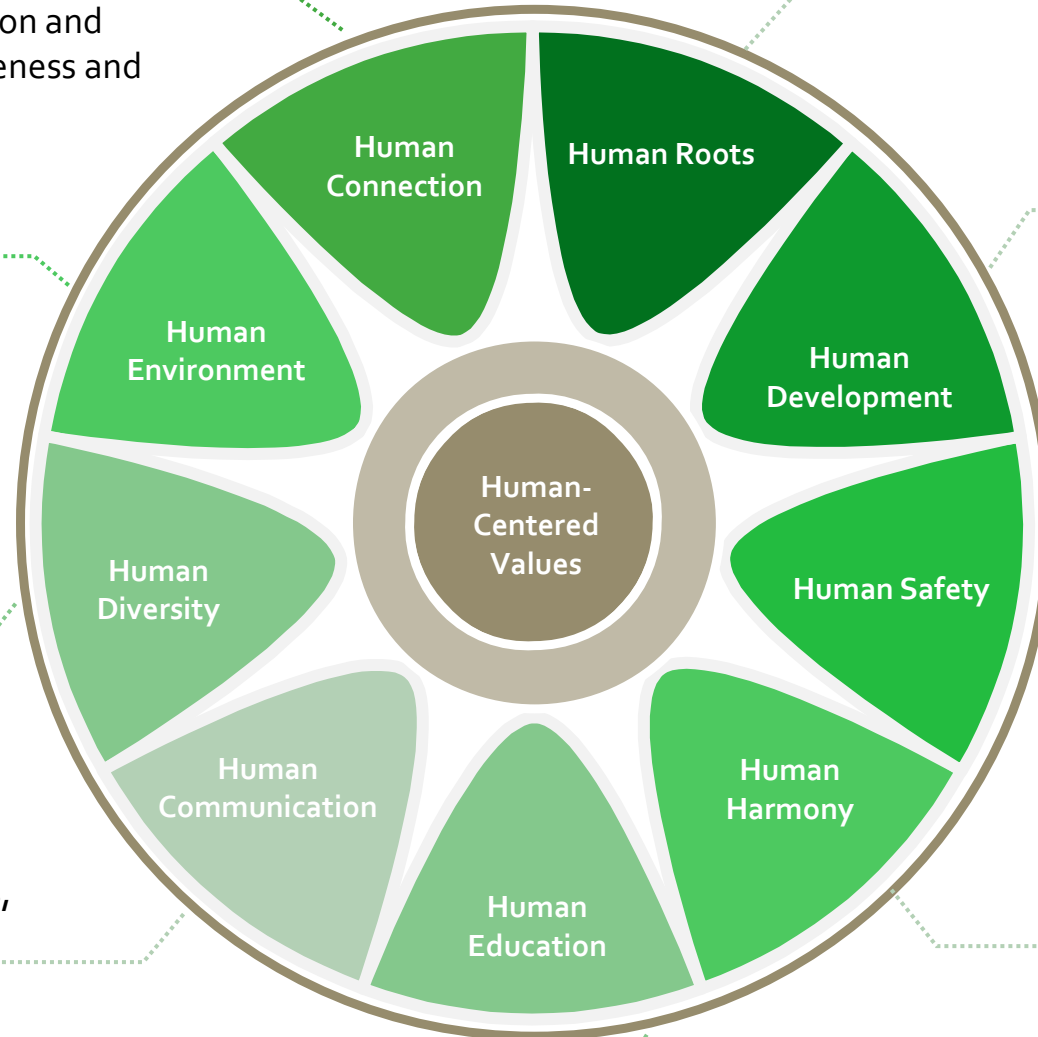
Team hiring

Safety and compliance

Informing customers about restrictions, dangers, and risks

Traffic management

Youth and abuse prevention



Why The Human Connection Dispensary is Right for Arlington

Direct Experience in the cannabis industry: Leadership has extensive cannabis experience in MA and around the country

Ability to Succeed in our Application: Team has led dozens of applications through CCC process

Part of the Arlington Community: Management and ownership are long-standing residents

Ability to Succeed in our Business Plan: Team has national and local networks to ensure we thrive

Geographic Distribution of Establishments: THC's site adheres to zoning and buffer requirements and avoids adding traffic load to residential neighborhoods

Commitment to Youth Safety, Abuse Prevention, Community Education: As Spy Ponders, we have a special responsibility to work with education programs on youth safety and abuse prevention

**Why
The Human
Connection
is Right for
Arlington**

Business Leadership in Massachusetts: Leadership has interests in other MA cannabis businesses

Strong Employee Development: THC is focused on continuous learning for employees

Commitment to Diversity and Local Hiring: THC will recruit staff from Arlington that represents the community and customers we serve

Access to Therapies for Medical Marijuana Patients: THC's attractive pricing and expedited queueing system make needed therapies available for vets and patients

Reasonable Traffic and Parking Plan: Large, private parking area, reservation technology, and existing traffic patterns sufficient to accommodate smooth traffic flow and customer waiting

Focus on Security and Regulatory Compliance Plans: As residents, THC has much at stake beyond finances

The Human Connection: Group A Priority Status

» The Human Connection qualifies as Group A Priority-Status in Arlington, equivalent in municipal status to Economic Empowerment Applicants

- Group A Priority-Status is given to entities with greater than 50% ownership made up of Arlington residents
- It is unclear from memos, bylaws, and the application what flexibilities and preferences this conveys

» For comparison, other towns with similar tiered priority status offer the following advantages to their residents and priority groups:

- **Cambridge** allows Priority-Status applicants to be less than 1,800 feet from other, similar businesses¹
- **Somerville** only allows non-status applicants to receive Special Permit after an equivalent number of Group A Priority-Status applicants have been licensed²
- **Waltham** only allows non-status applicants to receive Special Permit after an equivalent number of Group A Priority-Status applicants have been licensed³

Arlington Priority Status

Somerville Priority Status

Waltham Priority Status

Cambridge Priority Status

Summarized Findings (detailed zoning text on following pages)

- Complies with Zoning Requirements:
- Located in a BA, BA-2, BA-3, BB, BB-1, BB-2, BC, IA-1, IB, IB-1 or IB-2 district, or a BA-1 district only if it is designated by the Cannabis Control Commission as an Economic Empowerment Applicant or as qualifying for its Social Equity Program.
- Located in a permanent building.
- Not within 1,800 feet of another Cannabis Retail Store, unless it is designated by the Cannabis Control Commission as an Economic Empowerment Applicant or as qualifying for its Social Equity Program.
- Not within 300 feet of an existing public or private K-12 school or within 300 feet of a public children's playground, public youth athletic field, or public youth recreation facility, otherwise the Planning Board finds that it is sufficiently buffered such that users of such facilities will not be adversely impacted by its operation.

Priority Applications
The Licensing Commission shall consider an application for licensure from only a priority applicant within four years from the initial date of passage of this Ordinance, unless an applicant is seeking a non-retail license. For marijuana retail licenses, there are two groups of priority applicants that are known as Group A and Group B. During the four year priority period, the Licensing Commission shall only issue a license to an applicant in Group B if, at the time of issuance, there will be an equal or greater number of issued licenses held by entities that were licensed as applicants from Group A. Four years after the date of passage of this Ordinance the Licensing Commission shall continue to prioritize priority applicants, but may consider a marijuana retail application from a non-priority applicant. At no time shall the Licensing Commission issue a marijuana retail license to a non-priority applicant if, at the time of issuance, there would be an equal or greater number of licenses that are currently valid and issued to priority applicants. In order to be considered a priority applicant in Group A, the person(s) or entity applying must meet at least one of the following criteria:

- 1) An Economic Empowerment Applicant certified by the Commonwealth of Massachusetts Cannabis Control Commission (CCC), or separately certified by the Licensing Commission to meet the criteria specified in 935 CMR 500.101(1)(c)2.a-2;
- 2) Owned by a Somerville resident(s) or entities with a majority (at least 50%) of its ownership made up of Somerville residents, provided that the Host Community Agreement application was submitted on or before May 1, 2020; or
- 3) Cooperatively owned entities.

In order to be considered a priority applicant in Group B, the person(s) or entity applying must meet at least one of the following criteria:

- 1) Owned by a Somerville resident(s) or entities with a majority (at least 50%) of its ownership made up of Somerville residents, provided that the Host Community Agreement application was submitted after May 1, 2020; or
- 2) A Registered Marijuana Dispensary operating within the City of Somerville on the initial date of passage of this Ordinance, that will continue selling medicinal products.

Section 8.17B. Equity Provisions for Marijuana Host Community Agreements.
The Mayor shall only consider granting a Host Community Agreement with a priority applicant within one year from the date of passage of this Ordinance. For Marijuana Retailer permits, there are two groups of priority applicants that are known as Group A and Group B. During the one-year priority period, the Mayor shall only issue a Host Community Agreement with an applicant in Group A and/or Group B, and shall only issue additional Host Community Agreements with applicants from Group A if, after issuance, there will be an equal or greater number of currently valid agreements issued with entities that meet the criteria under Group B. Two years after the date of passage of this Ordinance the Mayor shall continue to prioritize priority applicants, but may consider a Marijuana Retailer application from a non-priority applicant. At no time shall the Mayor issue more Host Community Agreements with non-priority applicants than are currently valid and issued to priority applicants.

In order to be considered a priority applicant in Group A, the person(s) or entity applying must meet the following criteria:

- (1) Owned by a Waltham resident(s) or entities with a substantial majority (75%) of its ownership made up of Waltham residents, with any management agreements that are not entered into by another entity disclosed during certain negotiations. If any such agreements are not disclosed, the HCA shall be void. For the purpose of this section and in order to prevent land speculation and business closures, a Waltham resident shall be any person whose principal place of residence is and has been the City of Waltham for the last 120 months or longer.

In order to be considered a priority applicant in Group B, the person(s) or entity applying must meet at least one of the following criteria:

- (2) An Economic Empowerment or Social Equity Applicant, or Manufacturer certified by the Commonwealth of Massachusetts Cannabis Control Commission (CCC), or a Woman, Minority, or Veterans Owned Business as certified by the Commonwealth, or
- (3) Craft Marijuana Cooperatives as defined by the CCC, or cooperative business organizations as specified in Massachusetts General Laws Title XXXI, Chapter 151.

¹: Cambridge Special Permit Criteria, <https://rb.gy/8y5y3t>; ²:City of Somerville Ordinance No. 2020-15, <https://rb.gy/laugq5>

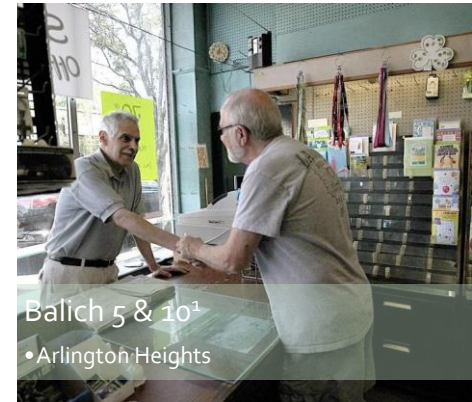
³:City of Waltham Ordinance #34644 <https://rb.gy/zepb2c>

Human Environment: Supporting the Unique Character, Culture, and History of Arlington

Shop Design: Aesthetic Inspiration

- Inspired by **Arlington Heights' Balich 5 & 10**, beloved former institution in the Heights since 1954, and other 5 and dimes that have disappeared
 - Family owned, community-oriented business
 - "Just the way it was when I was young. Everything is laid back and easy to see. Old fixtures, old floors. How it was in the 50s and 60s and 70s -- in every town -- when 5 and 10s were in every town."³
- Inspired by **East Arlington's Maida Pharmacy Compounding & Wellness**, which continues to serve Arlington and surrounding communities since 1933
 - A family owned business with four generations of roots in Arlington, focused on patients' individual health concerns
 - Maida specializes in compounding, a specialty of pharmacy where a pharmacist customizes medications to meet the unique needs of a patient
- Inspired by images of Jared's **great grandfather's ice cream and cigar shop**, circa 1920s, lost in the great depression, an economic moment reminiscent of today

Inspiration Images



¹: Boston Globe, "Arlington's five-and-dime to close after 64 years; patrons bid bittersweet goodbye" June 22, 2018 <https://rb.gy/6sz5bc>

Human Environment: Supporting the Unique Character, Culture, and History of Arlington

Design Aesthetic Examples

- A modern-retro soda fountain/bodega vibe, akin to other successful dispensary designs in more developed markets
- Examples:
 - Superette in Ontario, Canada, designed by Bergmeyer's Boston office, led by Arlington resident, Rachel Zsembery
 - Uncle Ike's in Seattle, Washington, listed in the 3 of High Times Best Marijuana Dispensaries in Seattle
- The Human Connection is in conversation with Bergmeyer about designs for an Arlington location

Fit Out: Inspiration and Examples

Inspiration

Family Photo



Balich 5 & 10³



Examples

Superette¹



Uncle Ike's²



¹: Designed for Superette by Bergmeyer, accessed from <https://www.bergmeyer.com/work/superette> on Sep 28, 2020

Human Environment: Supporting the Unique Character, Culture, and History of Arlington

Additional Images of Superette¹



Additional Images of Uncle Ike's^{2, 3}



¹: Designed for Superette by Bergmeyer, accessed from <https://www.bergmeyer.com/work/superette> on Sep 28, 2020

²: SearchDispensary.Com. Web. Accessed Sep 28, 2020 <https://rb.gy/dnyfa9>; ³: PotGuide.Com. Web. Accessed Sep 28, 2020 <https://rb.gy/smpfum>

Human Environment: Ideal Traffic Flow, Space Suited for the Purpose

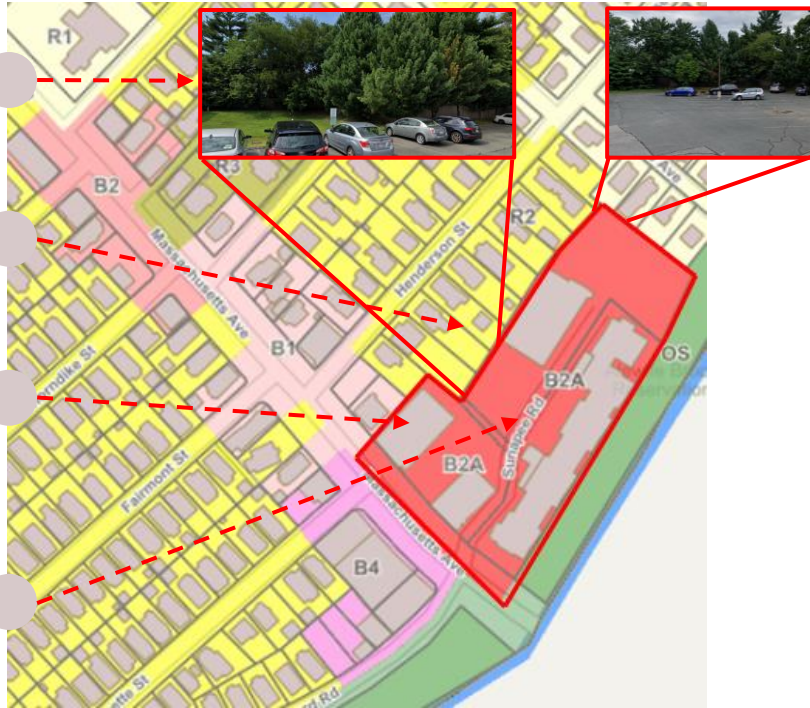
Shop Location

Retail shopping area with extensive privacy screening

Few residential neighbors, relative to lot size

Relates to other commercial (B4, B2A, B1) neighbors

Ample parking to accommodate social distancing, avoid disturbing neighbors, traffic



- Site is already zoned Major Business and fits within existing traffic patterns, adding terminal stops, rather than changing traffic.
- Site aligns with the Town principle of *avoiding being located within primarily residential districts*¹

High Degree of (non-automotive) Access

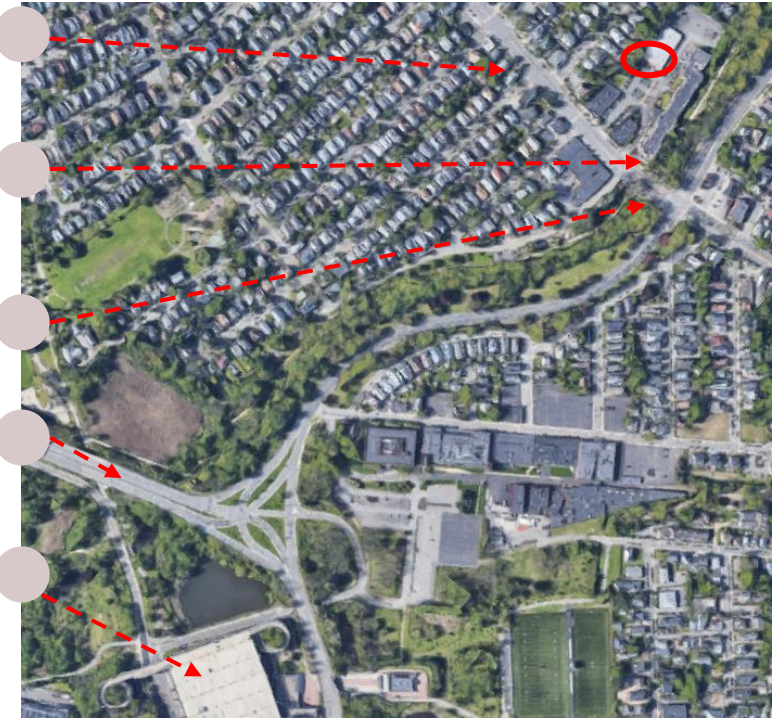
Mass Ave

Greenway Bike Path
(Non-automotive)

77, 79, 350 Bus Routes
(Non-automotive)

MA Route 2

Alewife MBTA Station
(Non-automotive)



- Reduced dispensary demand for parking leaves space for smooth management of traffic and people, social distancing, and lines
- Abundant space on site to accommodate lines, waiting indoors

¹: Town of Arlington. Memorandum Re: Background Information on Proposed Zoning Amendments. October 5, 2018. Web. Accessed May 11, 2020. <https://www.arlingtonma.gov/home/showdocument?id=44721>

Human Harmony: Reducing Traffic and Managing Parking

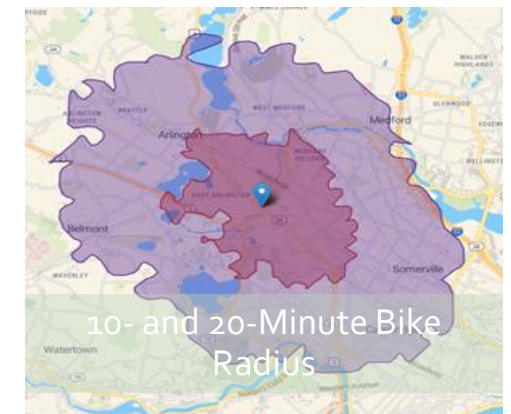
Managing Customer Traffic

THC will proactively implement the following processes

1. **Incentivize customers to review the menu before visiting the store** to minimize visit time
2. **Overstaff the store** until customer traffic normalizes
3. **Place associates on the floor to discuss menu options** with customers in line to reduce counter time and increase throughput
4. **Pair counter associates with runners** – to gather the order to reduce counter wait times
5. **Add temporary additional check-out stations**, if needed
6. **Allow customers to order directly from their phone in store** and move to the express line
7. **Offer a discount for customers who pre-order** during the opening weeks
8. **Employ the QLess app**, when customer traffic is heavy in general or on specific days
9. **Use discounts to direct customers to shop during less congested time periods**, during off peak hours and normalize consistent store traffic

Parking Management

- » THC intends to open by appointment-only using the QLess scheduling app in the opening weeks to better gauge traffic and demand patterns
- » Subject to need, several attendants will manage parking during opening weeks
- » The strongest Parking Management system is to attract customers within walking, biking, or bus distance who do not require parking:



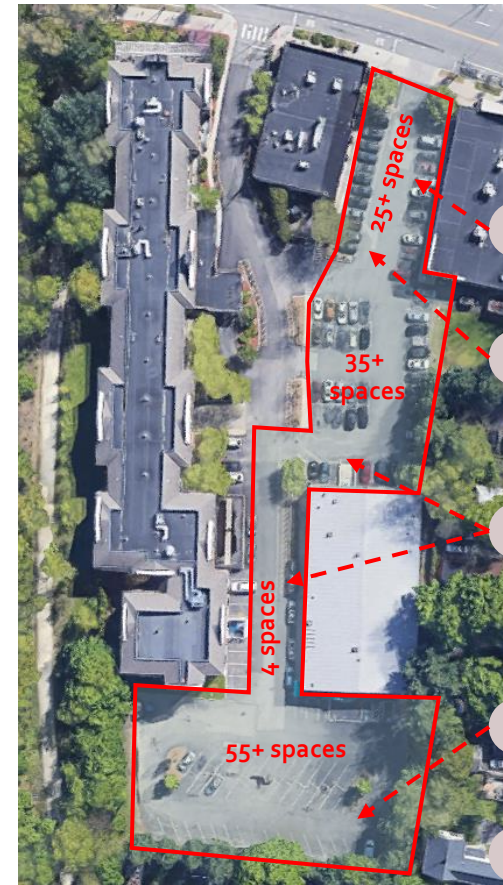
Human Harmony: Ideal Traffic Flow, Space Suited for the Use

Shop Location: Private and Off-Street



- **100+ parking spaces**, in addition to dedicated handicapped parking
- **Parking surplus**, based on existing uses and zoning requirements
- **~15k Average Daily Traffic**
- Ample **public transit and non-automotive options**, reduce need for parking
- **Technology solutions for queuing**, eg Qless ap, reduce customer waiting
- **Technology solutions for pre-order, pre-pay** reduce customers onsite
- **Onsite Parking Managers**

Parking: Requirement & Availability⁵





- **THC anticipates an average of 21 customers per hour**, with many arriving by non-automotive means
- CVS has 11 dedicated general spaces and 2 handicap spaces (~33 spaces²)
- Parking for Menotomy Grill (~38 spaces¹) and Buzzy's (~4 spaces²) is towards the property's front
- Parking for Arlington Health and Fitness (~22 spaces³) is in the middle and along the side of the building
- Parking for Alewife Brook Community Pediatrics (~12 spaces⁴) is generally towards the rear
- Additional parking available on-street (not included in parking count)

¹: Bylaw Section 6.1.4 Restaurants requires 1 space per 4 seats of total seating capacity. Seasonal outdoor seating does not count toward total seating capacity;
²: Retail requires 1 space per 300 sq. ft. of gross floor area

³: Health club or indoor athletic facility requires 1 space per 300 sq. ft. of gross floor area; ⁴: Office, medical requires 4 spaces per physician, dentist, practitioner
⁵: Parking requirements and availability is estimated based on internal research; ⁶: MASSDOT Online. Web. Accessed Sep 28, 2020 <https://rb.gy/kbxee1>

Human Environment & Human Harmony: Location Comparison

Address	Assessor's Map ¹	Commercial Neighborhood	Zoning	Residential Abutters, Abutters per Acre	Parking ²	Public Transport Access	Space and Traffic Already Designed for Intended Use	Ample Social Distancing Space, Away from Houses
23-25 Mass Ave		Yes – The space is a large major business (B2A) with vehicular (B4) and office (B1) neighbors, and ample setbacks from residences	B2A – Major	13 multi-family and single family (R2 and R1) abutters, the location is low residential with 5+ residential abutters per acre	100+ Open, 3 Handicap ³	77, 79, 350 bus; Alewife Greenway Bike Path; 10 minutes' walk from Alewife	Yes. The site is already retail-oriented with significant traffic on Mass Ave. The site would add additional terminal stops to existing traffic patterns	Yes. There is ample space on the lot to accommodate long lines with social distancing and not affect traffic or parking
251 Summer St		No – All immediate neighbors are multi-family residential (R2). Neighbors' abutters are also all residential	B4 – Vehicular Oriented	13 multi-family (R2) abutters, the location is densely residential with 30+ residential abutters per acre	10+ Open	67 bus	No. The site currently operates as a Vehicular Oriented Business. Operating as a retail cannabis dispensary may dramatically affect traffic patterns for neighbors	No. Long lines with social distancing is likely to impact residential neighbors' access to homes or affect traffic

 Positive  Challenge

¹: Town of Arlington Geographic Information System (GIS) Interactive Maps. Web. Accessed May 12, 2020. <https://www.mapsonline.net/arlingtonma/> "Find Abutters" Set to 50ft

²: Spaces estimated, not marked; ³: Excludes 11 additional general spaces and 2 handicap spaces designated for CVS

Human Security: Preliminary Security Plan for Human Life and Safety

Policies, procedure, technology, training, and common sense

- » Employees are continuously trained on all aspects of the retail shop's security practices
 - From role playing difficult scenarios to placing all products on sales counters prior to sale, so cameras can record all aspects of the transaction
 - How to confirm age and identification prior to allowing access to the store, positioning customers to ensure they are fully on-camera
 - When appropriate, training will be conducted by contracted industry experts
 - Violation of security policy is grounds for immediate dismissal

- » Technology-assisted monitoring
 - Chip-enabled ID cards and biometric access controls to restrict entry to sensitive areas
 - Access controls pre-programmed to ensure only authorized individuals can secure access
 - Multiple high resolution internal and external monitored cameras -- leaving no blind spots-- recorded, encrypted, and backed up to the cloud
 - Live feed of security cameras available securely to APD
 - Commercial-grade alarm system

- » Common sense design and procedures
 - Vestibules designed to be large enough to allow movement of emergency medical service or fire department stretchers through doorways
 - Allow turning areas, if necessary, for life safety equipment
 - Equipping areas with fire extinguishers and first aid kits
 - Staff training to handle impaired customers, if necessary

Human Security: Preliminary Security Plan for Product and Cash Handling

Policies, procedure, technology, training, and common sense

» Product Handling

- Products delivered by vendor delivery vehicles or licensed marijuana transport operators
- Product delivery made during pre-operating hours
 - Deliveries arrive after 9a to minimize disturbance to neighbors
 - Deliveries require, at minimum, two THC staff be present
- All product intake operations are fully recorded by video surveillance and completed in accordance with regulations
 - Re-weighing, re-inventorying, and accounting for, on video, all marijuana products transported within eight hours of arrival
- Product kept in secured display cases or locked cabinets in restricted access employee-only areas, subject to continuous video surveillance
 - Customers not allowed to touch product before buying
- THC uses the Massachusetts METRC® seed-to-sale tracking system to monitor the exact quantities and locations of all product

» Cash Handling

- Cash will be routinely moved to a locked vault
- Daily cash deposits at irregular times, using armored vehicle services
- Security guard on-site during all hours of operation

» Internal Audits

- Daily inventory audits to reconcile sales receipts against cash collected and inventory
- Weekly inventory audits to be reviewed and scrutinized by store manager for accuracy
- Monthly audit performed by the bookkeeper
- Monthly analysis of equipment and sales data to determine that no software has been installed that could manipulate or alter sales data
- Quarterly third-party audit performed by accountant
- Annual review of financial statements

Human Education: Youth Safety, Abuse Prevention, and Community Education

We look forward to working with the town on the following programmatic areas, among others

Youth Use and Prevention Education Services

- Assisting the Town with and participating in, community educational programs on public health, drug abuse prevention, including youth use prevention programs

Senior Education Services

- Work with the town, Council on Aging, Arlington Senior Center, Brightview Arlington, Sunrise of Arlington, and other facilities focused on seniors to support therapeutic use of marijuana education programs for seniors and others interested in learning about the health and wellness benefits of marijuana
- This will include information on a variety of ailments including glaucoma, Parkinson's, Multiple Sclerosis, Crohn's, Hepatitis C, ALS, cancer, and other diseases

Police Drug Recognition Expert Training

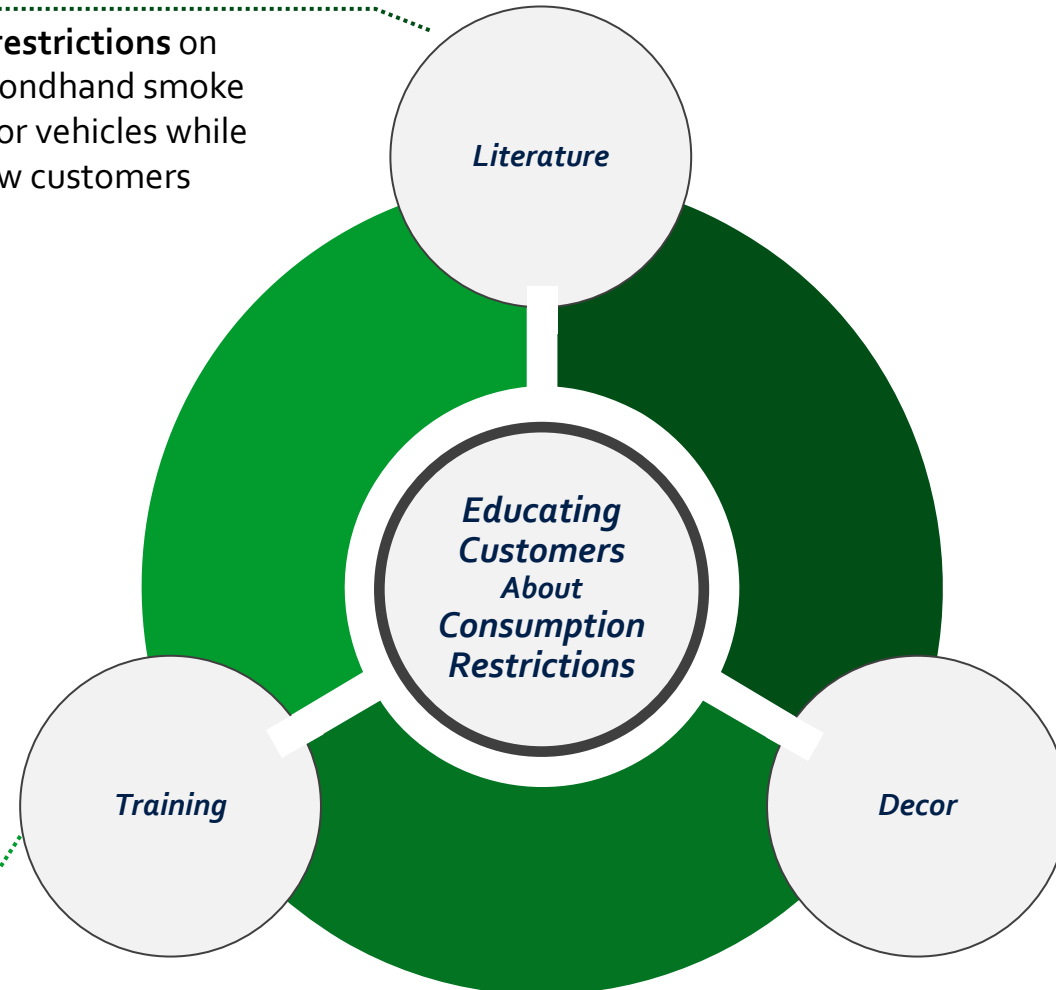
- Massachusetts' Special Commission on Operating Under the Influence and Impaired Driving developed 19 recommendations for state officials to consider. One recommendation calls for Municipal Police Training to expand training drug recognition experts.
- THC would be interested in working with the Arlington Police Department to support DRE training

Human Communication: Educating Customers About Restrictions on Consumption

We believe strongly in compassionate care and have significant concerns about ensuring responsible use

THC will develop literature reviewing restrictions on public consumption, workplace use, secondhand smoke risks, and the dangers of operating motor vehicles while impaired to be used in orientation of new customers

Staff will be trained to communicate information on consumption restrictions to new customers prior to sale, and this literature will be given to new customers with purchase



THC will use vestibule wall space to communicate restrictions on public consumption and workplace use, second hand smoke risks, and dangers or operating motor vehicles while impaired

Material will be available for customers to read while they wait for entrance to the store interior

Human Diversity: Job Creation, Commitment to Local Hiring and Diversity

Commitment to Diversity & Local Hiring

- » THC will recruit staff from Arlington
- » THC will seek out veterans and individuals with knowledge of the therapeutic use of marijuana
- » It is of utmost importance to THC that we hire a staff that represents the diversity of the community and customers who we serve
- » New staff will be evaluated for presentation, people skills, communication abilities, and attitude
- » Restaurant and food service workers, whose livelihoods have been disproportionately impacted by Covid-19, often have the quick task-changing skill set best suited for a position in a retail marijuana shop

General Staffing & Recruitment

- » The store will be staffed with
 - manager
 - compliance and inventory manager
 - shift managers
 - senior associates trained and trusted to open or close the store
 - inventory associates
 - security professionals
 - 15 to 20 full and part-time associates (“budtenders”)
 - administrative staff
 - parking attendants as needed
- » Staff will be recruited either directly from local advertising, via job fairs, or through cannabis industry staffing firms
- » We are committed to hire a diverse staff and will recruit through the CCC’s Social Equity Connector program
- » The CCC has a Local Employment Leader rating system that requires 51% or more of the licensee’s employees have been a Massachusetts resident for 12 months or more
- » Our staffing *goal* is at least 75% of the team from Arlington and surrounding towns
- » Store staff will report to managers and operations executives.

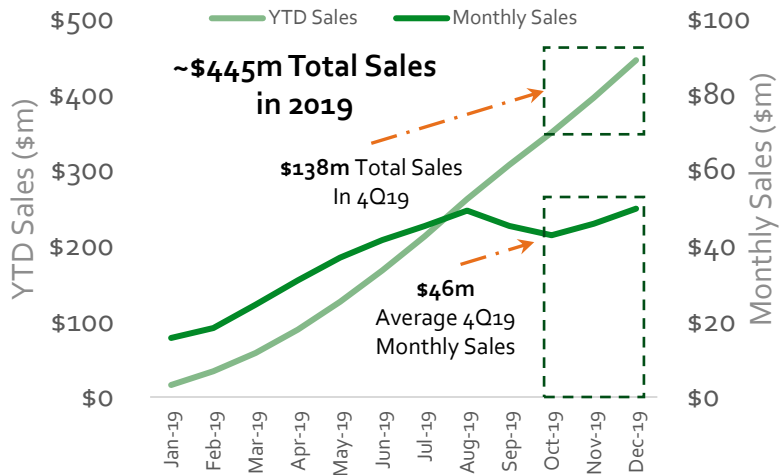
Human Connection – Preliminary Business Plan: State sales experienced rapid growth despite slow store roll out, but the market remains underserved and undersupplied

\$445m in 2019 sales in Massachusetts;² \$138m in 4Q19¹, averaging \$46m per month

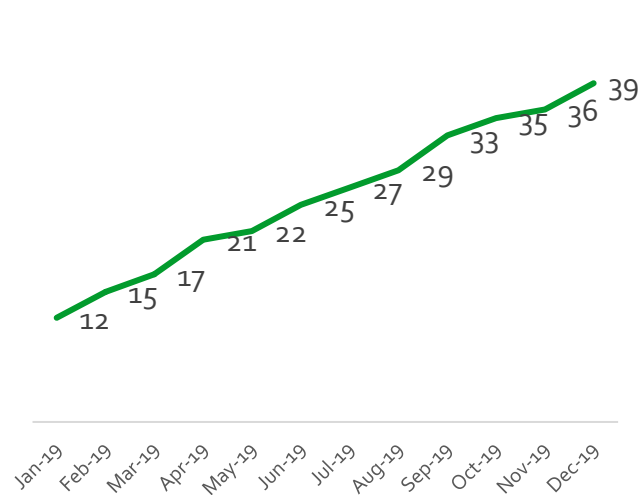
Retail Licenses grew to 39 by Dec '19,² ~**\$16.8m mean sales per license**³ for the year

With large underserved markets remaining, state sales are set to increase

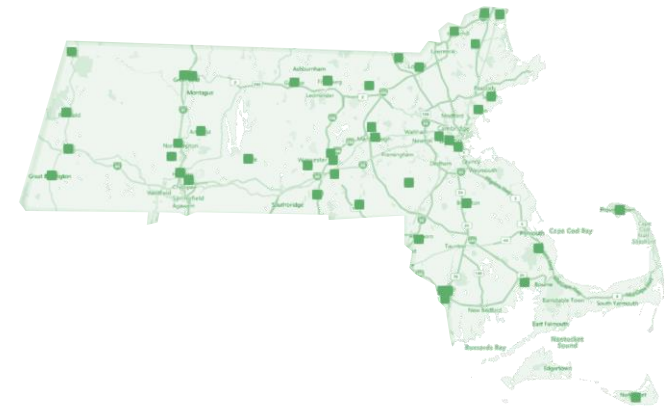
Total Adult-Use Cannabis Sales: Jan'19 through Dec'19²



Number of Licensed Retailers as of Dec '19^{2,3}

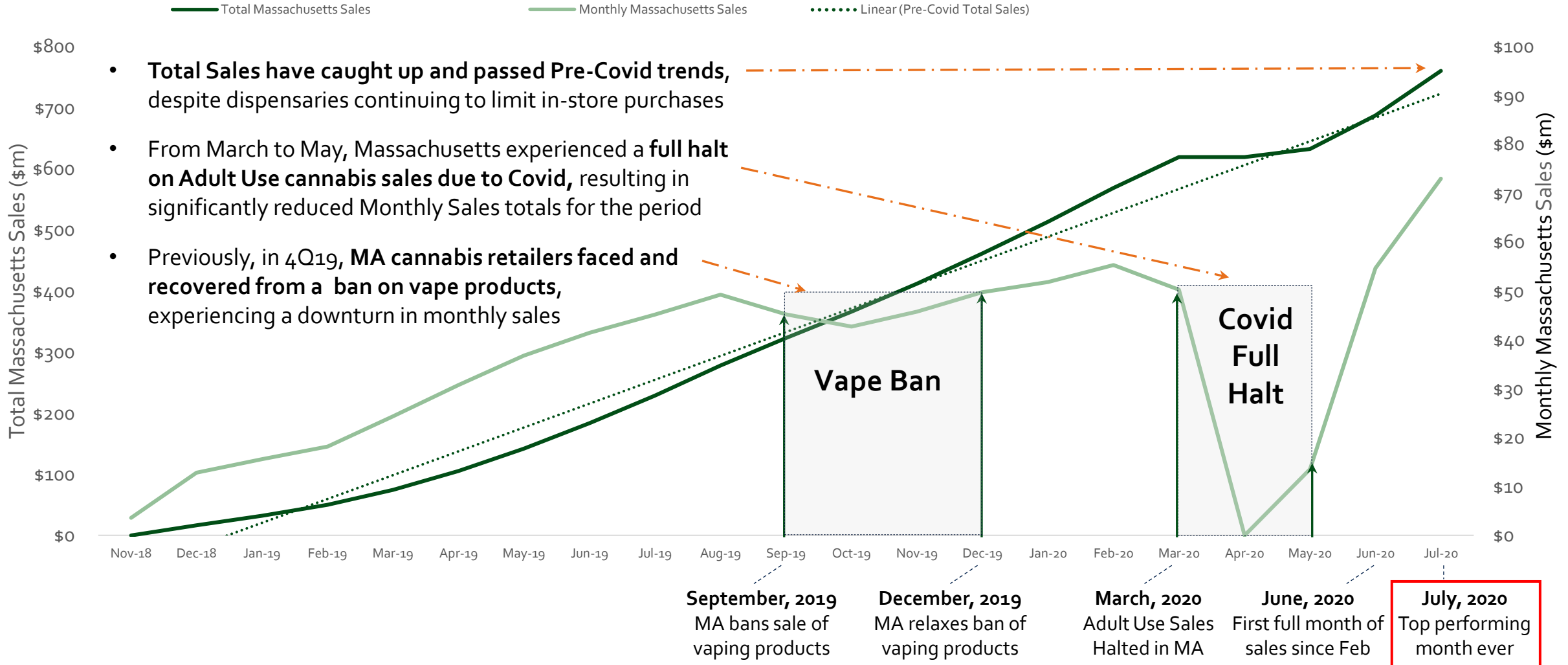


MA Dispensary Locations as of June '20²



¹: During MA's vape ban; ²: Massachusetts Cannabis Control Commission Open Data, internal analysis; ³: Not all entities with licenses commenced operations in the month their license was issued, indicating sales per operational store are *understated*

Human Connection – Preliminary Business Plan : MA rebounded with strong cannabis sales through COVID and other challenges



Human Connection – Preliminary Business Plan: Arlington is forecast to represent a \$20.7m addressable market

Arlington Market Size: ~60k people Area Municipalities, Population, and Zoning

Cities & Towns	Census Population	Town Status	Estimated Market Capture (%)
Arlington	42,844	License cap	100%
Belmont	38,902	License cap	0%
Cambridge	141,405	Zoning in place	0%
Lexington	50,216	Ban in place	30%
Medford	83,403	In planning	0%
Somerville	102,193	Zoning in place	0%
Winchester	21,382	Ban in place	25%

License Cap
Zoning in Place
Ban in Place
In Planning

Market Scale and Value Revenue Assumptions

\$20.7m: Estimated Total Market Value¹

\$6.9m: Estimated Total Sales per Dispensary²

\$5.6m: Annual Pre-Tax Sales per Dispensary²

\$1.3m: Annual Tax Revenue per Dispensary¹

\$60: Average Customer Ticket³

250: Average Customers per Day

12: Average Open Hours per Day

¹: Includes excise, sales, municipal taxes, and community impact fee; ²: Assumes 3 dispensaries, Adult Use sales only

³: We estimate a conservative \$60 pre-tax average ticket, based on historical CCC Open Data.

Human Connection – Preliminary Business Plan: Hours of Operation

Arlington Alcohol Licenses and Regulations and Existing Liquor Establishment Hours of Operation

Business	Opening and Closing Times						Hours
	Mon-Wed		Thu-Sat		Sun		Total
Arlington Regulations:	8 am	12 am	8 am	12 am	10 am	12 am	110 hrs.
Arlington Liquors:	9 am	11 pm	9 am	11 pm	10 am	11 pm	97 hrs.
Mystic Wine Shoppe:	9:30 am	8 pm	9:30 am	8 pm	10 am	7 pm	72 hrs.
Menotomy Beer & Wine:	10 am	10 pm	10 am	11 pm	12 pm	9 pm	84 hrs.
THC (proposed hours)	10 am	10 pm	10 am	10 pm	10 am	10 pm	84 hrs.

Average Share of Sales by Day of Week

Day of Week	Percent of Sales
Monday	12%
Tuesday	12%
Wednesday	12%
Thursday	13%
Friday	18%
Saturday	19%
Sunday	14%
Total	100%

Key: Busiest Sales Days of the Week, 50% of Total

- Friday-Sunday represents 50%+ of sales for the week
- THC plans to operate from 10am to 10pm seven days a week, roughly the same as Menotomy Beer & Wine
- Do not plan to operate in the allowable morning hours (8-9am) to avoid waking neighbors with deliveries

Human Connection – Preliminary Business Plan: Compliance with Local Permitting

Compliance with Local Permitting

- » In compliance with Arlington Zoning Bylaw, THC will apply for a Special Permit and Site Plan Approval, as applicable from the Arlington Redevelopment Board
- » THC will also apply for an operating permit from the Arlington Board of Health to operate a dispensing Marijuana Establishment at the proposed location
- » THC will also work cooperatively with various municipal departments to ensure that the proposed facility complies with all state and local laws, regulations, rules, and codes with respect to construction, design, operation, and security
- » THC will work cooperatively with various Town departments to ensure the proposed facility passes Environmental Design Review standards

Environmental Review Standards

• Preservation of Landscape	• Advertising Features
• Relation of Buildings to Environment	• Special Features
• Open Space	• Safety
• Circulation	• Heritage
• Surface Water Drainage	• Microclimate
• Utility Service	• Sustainable Building and Site Design

Human Connection – Preliminary Business Plan: Professional Services

Professional Services Relationships

» Attorneys

- THC has engaged John Leone of Leone & Leone to support THC's engagement with Town of Arlington and local permitting
- THC has engaged Marisa Schell Gregg of Gregg Hunt Ahern & Embry to support real estate contracting
- THC has engaged Blake Mensing of The Mensing Group, the first, and only, homegrown legal and business advisory firm solely dedicated to marijuana in Massachusetts. Blake represents THC's interests in regulatory affairs

» Design

- THC is in initial discussion with Rachel Zsembery and Eric Kuhn of the design firm Bergmeyer regarding branding, design (store, packaging, signage), planning and permitting.

» Banking

- THC has commenced the process to establish a banking relationship with Northern Bank and Trust

» Tax Advisors

- THC will use BridgeWest, one of the first accounting firms in the world to focus solely on the cannabis and hemp industries. Bridge West is a one-stop provider of accounting, audit, tax and advisory services tailored to the cannabis industry.

» Insurance

- THC will contract with Hub International, the 8th largest insurance broker in the country, to source business insurance, risk services and claims management, and employee benefits.

» Security

- THC is in initial discussion with Setronics to provide live, 24/7, interactive video monitoring for the specific needs of the cannabis industry

» Human Resources & Training

- Wurk provides a one-stop payroll, benefits, timekeeping, scheduling HR portal for the cannabis industry.
- HempStaff provides recruiting and dispensary agent training for registered cannabis dispensaries.

Human Roots: Business Experience in Arlington and Massachusetts



Jared Glanz-Berger – CEO

THC CEO, Jared Glanz-Berger, is a long-time resident of Arlington and the greater Boston Area. For 6 years, Jared ran Bright Vision Consulting (“BVC”), an economic development consulting company out of his Arlington, MA office. While running BVC, Jared was also involved in residential real estate development as a bridge lender to developers with extensive portfolios in Arlington, Somerville, and Cambridge. Jared is a graduate of the Harvard Kennedy School, was Fulbright Scholar at Tsinghua University Law School in Beijing, and for 3 years was a management consultant in Boston focused on quantitative approaches to marketing strategy for healthcare companies.



John Leone – Counsel

John D. Leone, Esq., Leone & Leone, of Arlington. John has extensive experience counseling and representing applicants in all phases of municipal licensing and zoning matters. His practice encompasses all aspects of civil practice in all State and Federal Courts, as well as business consultation and transactions, contract law, real property law and transactions. John is highly involved in the social and civic fabric of Arlington. He is a graduate of New England School of Law, and UMass, Amherst, School of Business Administration. He is admitted to the US Supreme Court, US Tax Court, all Massachusetts, New York State and Federal Courts.

Direct Experience in the Cannabis Industry



Jared Glanz-Berger – CEO

Jared is a seasoned investor, owner and operator in the cannabis space, with operations in Arizona, Oklahoma, and Washington State. For the past year, Jared has led teams in Massachusetts, siting facilities, acquiring municipal agreements, and developing operations



Grant Guelich – Advisor

Grant has operated in the MA cannabis market for 3+ years. He previously set up and scaled dozens of farms, established one of the largest processor / distributors, and pioneered a low-cost, consistent quality commodity production technique in Washington. He is a 3rd generation tree fruit farmer, a commercial agronomist and compliance auditor, and holds a degree in Agriculture from University of Washington



Blake Mensing – Counsel

Attorney Blake M. Mensing is counsel to The Human Connection. In his prior capacity as associate town counsel for seven towns in the Commonwealth, Blake has written and edited zoning and general bylaws, advised boards of selectmen on marijuana dispensary regulation, and represented municipalities before the Massachusetts courts and administrative regulatory agencies.

Overview

- » *Updates Since Application*
- » *Overview of Application*
- » *Clarification on Feedback*



Response to Feedback from Town of Arlington: Director of Planning and Community Development

Observation for consideration from the Director of Planning and Community Development

- » The applicant should review the **locations of public and private schools and recreational facilities in Cambridge** and any adopted buffers in the Cambridge Zoning Ordinance relevant to this location. Finally, due to the wide variety of uses present in the complex of buildings at 23-35 Massachusetts Avenue, **the applicant will need to provide detailed information about the availability of space in the large parking lot** to accommodate queuing and any dedicated parking.
- » **Cambridge:** The proposed location is greater than 300 feet from the International School of Boston. State law sets the buffer around cannabis stores at 500 feet, but local communities can set lower buffer zones. Cambridge City Council voted to reduce the buffer at its Sep 23rd, 2019 meeting to 300 feet^{1,2}
- » Further
 - Cambridge voted to reduce other buffers, eg between like cannabis businesses to 1,800 feet, and below 1,800 feet in “core” business locations.
 - Cambridge also allows priority applicants to be within less than 1,800 feet of other cannabis retail stores²
- » **Availability of Space in the Large Parking Lot:** The large parking lot is currently under-utilized,³ more so now with the loss of the fitness center.
 - With an estimated 10-15 spaces to spare, assuming a similar use for the fitness center, the current lot appears to accommodate additional retail up to 3,000-4,500 gross square footage³

¹: Cambridge Day, Alex Bowers, “Proposed recreational pot shop is acceptable 400 feet from school complex, officials decide” Oct 18, 2019 <https://rb.gy/aimtee>

²: Cambridge Special Permit Criteria, <https://rb.gy/8y5y3t>; See slide 16 for estimates

Response to Feedback from Town of Arlington: Marijuana Study Group

Observation for consideration from the Marijuana Study Group

- » 1. The Human Connection provided **two options for a retail establishment**
- » 3. **Regarding 23-35 Massachusetts Avenue, it is not clear in the application which building the proposed establishment would be located in.** Additionally, because of this, it was difficult for the Study Group to assess whether the location actually conforms with the 2,000-foot density buffer
- » 1. The Human Connection is applying at 23-35 Massachusetts Avenue
- » 3. The Human Connection has multiple options for use at 23-35 Mass Ave through a commitment to work with the landlord to find the optimal location on site
 - If The Human Connection were to assume the Buzzy's Bazaar Location, it would be more than 2,000 feet from Eskar measured building to building (approximately 2,060 feet)¹
 - The locations are 3,100+ feet by car and approximately 2,250 feet *curb cut* of property line to *curb cut* of property line¹
- THC further notes
 - Town Counsel highlighted – at least the intent – for the ARB to have authority to allow for exceptions from the density buffer in the Select Board's March 25, 2019 Meeting:
 - “[I]t should be noted that the ARB does allow for exceptions to be made to the buffer zone under certain circumstances if the density buffer would not serve a real purpose.”²

¹: Estimated on Google Maps. Web. Accessed October 3rd, 2020;

Response to Feedback from Town of Arlington: Marijuana Study Group

Observation for consideration from the Marijuana Study Group

- » 2. The Study Group appreciated that the application is coming from an Arlington resident and as such is a priority applicant
- » The Study Group found that the application was tailored to the community in its consideration of location, proximity to major roadways and Alewife Station, availability of parking, and use of the scheduling app, QLess, to control customer arrivals

Response to Feedback from Town of Arlington: Marijuana Study Group

Observation for consideration from the Marijuana Study Group

» 4. **The chosen name of the business venture shortens to THC**, which is also the abbreviation of tetrahydrocannabinol, the main psychoactive compound of cannabis. The Study Group questioned whether the Cannabis Control Commission would allow such a name due to the prohibition of utilizing the colloquial references to cannabis and marijuana in the business name and logo (935 CMR 500.105(4)(a)(1))

» The Human Connection does not intend to use the “THC” abbreviation in its signage



» Other entities with the “THC” abbreviation already operate in MA



Response to Feedback from Town of Arlington: Marijuana Study Group

Observation for consideration from the Marijuana Study Group

- » 5. **The APD representative on the Study Group noted that the applicant should be prepared to sign a Memorandum of Agreement (MOA)** regarding responsibilities of the applicant as it relates to public safety and traffic
- » The Human Connection is happy to review the MoA and prepared to sign material regarding responsibilities of the applicant as it relates to public safety and traffic

Response to Feedback from Town of Arlington: Marijuana Study Group

Observation for consideration from the Marijuana Study Group

- » 6. The Study Group noted that the **start-up costs identified in the application seem low** in comparison to the other application reviewed and those reviewed in 2019. The **application also did not appear to factor in the permitting timeline** of the Redevelopment Board and the Board of Health.
- » **Start-up Costs:** The Human Connection’s anticipated initial start-up costs are lower than other applicants because its application anticipates a smaller footprint retail experience than prior applicants with fewer fit out costs
- » The proposed initial budget is subject to change as economic conditions and opportunities evolve. THC sees opportunity for a larger-scale retail experience at the site and has revised its initial budget upwards.
- » **Permitting in the Timeline:** The Human Connection anticipated obtaining permitting from the Redevelopment Board and Board of Health in Step 3 in its application’s Proposed Timeline to Operations: “Secure site Approval for Location,” after receiving and executing a Host Community Agreement with the Town.

Overview

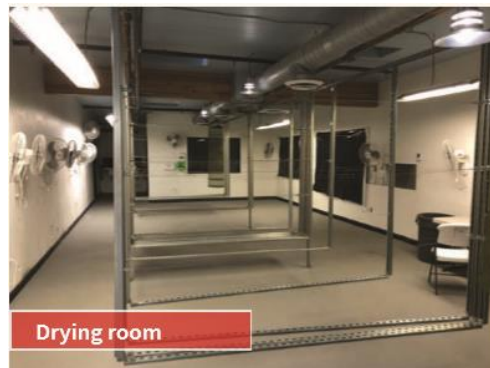
- » *Updates Since Application*
 - » *Overview of Application*
 - » *Clarification on Feedback*
- » *Appendix*



Additional Experience in Cannabis Outside of Massachusetts

Arizona

- » 35,000 sqft fully outfitted indoor cultivation facility.



Oklahoma

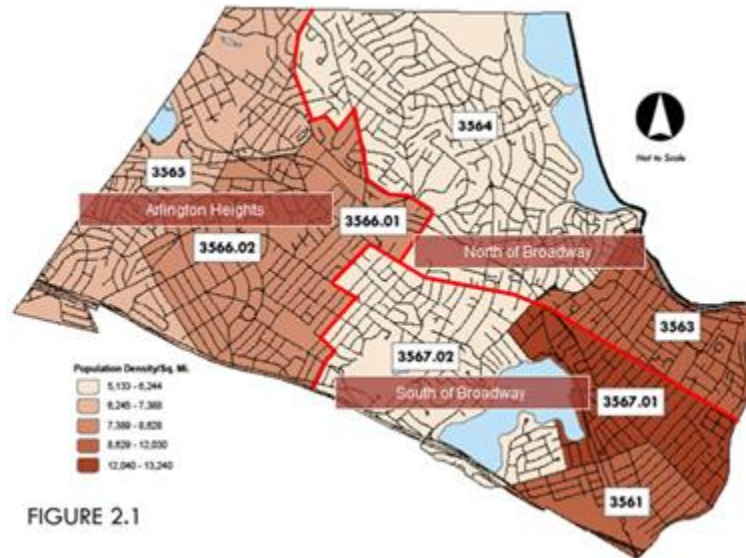
- » 3,000 sqft dispensary, across I-35 from Winstar Casino, the largest casino in the US



Human Environment: Maintenance of Balance in the Distribution of Establishments

Balance of Land and Population

Population Density By Census Tracts¹



Geographic Balance of Proposed Arlington Dispensary Areas

Name (Census Tract)	Landmass	Population
Arlington Heights	1.90	14,965
North of Broadway	1.80	12,287
South of Broadway	1.80	15,592

Advantages of Marijuana at Town Poles

- » Locating an additional dispensary South of Broadway, along the Mass Ave commercial spine would
 - Maintain geographic balance in three evenly sized and populated land areas
 - Avoid impacting areas that are primarily residential
 - Minimize changes to traffic patterns, building on main thoroughfares built for high volume capacity
 - Monetize vacant, secluded, or developable properties in town, rather than disturb existing business
 - Avoid proximity to the High School and Ottoson Middle School, the main geographic concentration of target populations from a Youth Safety standpoint
 - Potentially increase municipal tax income from neighboring communities

¹: Census Tracts from Arlington Master Plan



Town of Arlington, Massachusetts

Letter Regarding Black Lives Matter Banner

Summary:

Sam O'Keefe
Rebecca Gruber
Robert Santosuosso
Anne-Marie Bono
Beth Loomis

ATTACHMENTS:

	Type	File Name	Description
▢	Reference Material	S._O_Keefe_CR.docx	S. O'Keefe CR
▢	Reference Material	R._Gruber_CR.docx	R. Gruber CR
▢	Reference Material	R._Santosuosso_CR.docx	R. Santosuosso CR
▢	Reference Material	A._Bono_CR.docx	A. Bono CR
▢	Reference Material	B._Loomis_CR.pdf	B. Loomis CR

From: "Sam O'Keefe" <sokeefe@vassar.edu>
To: DMahon@town.arlington.ma.us
Date: Sun, 20 Sep 2020 17:53:00 -0400
Subject: Message from concerned Arlington resident

CAUTION: This email originated from outside of the Town of Arlington's email system. Do not click links or open attachments unless you recognize the REAL sender (whose email address in the From: line in "<>" brackets) and you know the content is safe.

Dear Selectboard Member Mahon,

Hello, my name is Sam O'Keefe, and I am writing to express my sincere concerns about the unanimous vote on the part of the Selectboard to remove the Black Lives Matter banner from the Arlington Town Hall.

As a resident of Arlington for most of my life, thanks to my different forms of education, which include conversations with community members, I have come to recognize the many privileges I have as a white man. What the nationally resonant calls to address systemic racism, particularly that against Black people, have importantly made me realize is that Arlington is not immune to these structural issues, as demonstrated by several racist incidents that have transpired in the town in recent years. Arlington has been and remains a predominantly white community that has not fostered a welcoming, inclusive, and economically accessible environment for non-white people, especially Blacks.

In the wake of George Floyd's murder and waves of protests across the country and world this summer, it seems that Arlington and some of its residents have awakened to their own complicity in systemic issues that disproportionately impact Black people and have begun pursuing more introspective dialogues individually and collectively; this has been a positive development in which I have partaken and learned a lot from. For me, the presence of the "Black Lives Matter" sign on the Town Hall was an important and comforting symbolic reminder of our town's intention of doing better, and affirming its support for a statement that is at its core a human rights assertion, and not something political. While some may read these three words as a message of *exclusion*, upon closer examination and a reckoning with the real and visceral violence Black people have disproportionately faced throughout the history of the U.S., they transmit a fundamental notion of *inclusion*, and community, which should be able to be enjoyed and celebrated by *all* Arlington residents, and visitors.

While I respect and appreciate the fact that Black people are not the only demographic who has faced and continues to endure systemic oppression and exclusion, I strongly disapprove of your vote to remove the banner, and replace it with an anti-discrimination bylaw that is tantamount to "All Lives Matter". This statement continues to silence the history of years of economic, political, and social exclusion and inequity faced by Blacks at the hands of government institutions and -sanctioned policies, a history and its effects which remain very much alive today.

The truth is that *Black lives are endangered* in many ways in the U.S. currently, and *that matters*. "Black Lives Matter" is a statement that encapsulates the unique history of anti-Black violence and how it has shaped the present reality of systemic marginalization of the Black community, and thus can serve as a potent pedagogical tool that can spread awareness and empathy for Black lives. The visibility and promotion of this statement on a political building is one symbolic step towards reversing anti-Black policies designed and implemented by governments at all levels for generations, and creating spaces where Black people feel physically and emotionally safe, and able to fulfill their needs and desires like everyone.

At such a polarized time in the U.S. when movements seeking to center Black lives and highlight the disproportionate violence perpetrated towards them throughout history has elicited such hateful and

ignorant backlash, the ramifications of this vote in our town, and the message it transmits are difficult to quantify. It is hard to see this as something other than a capitulation to a line of thinking that negates the history of anti-Black violence, devalues Black lives, and validates the ignorance and conscious and/or unconscious racism and beliefs held in our town leadership and community. I fear that the removal of this banner represents a way to placate individuals who are unwilling to accept history and reality, and consequently forecloses an interrogation of the mindsets and attitudes that perpetuate structural racism, and productive dialogue.

I hope and expect that you will take my concerns and arguments that I have articulated here seriously, and I look forward to holding you and the other Select Board members accountable for that. I additionally request that you attach the points I have made in my email here to the meeting minutes for tomorrow evening's Select Board meeting at 7pm.

Thank you,

Sam O'Keefe

From: Rebecca Gruber <rgruber@alumni.upenn.edu>
To: achapdelaine@town.arlington.ma.us,
JHurd@town.arlington.ma.us, SDeCourcey@town.arlington.ma.us,
jcurro@town.arlington.ma.us, DMahon@town.arlington.ma.us,
ldiggins@town.arlington.ma.us
Date: Sun, 20 Sep 2020 21:08:27 -0400
Subject: Voicing my dismay at the removal of the Black Lives Matter banner from Town Hall

CAUTION: This email originated from outside of the Town of Arlington's email system. Do not click links or open attachments unless you recognize the REAL sender (whose email address in the From: line in "< >" brackets) and you know the content is safe.

Dear Sirs and Madam,

I am writing once again regarding the hanging of Black Lives Matter banners in our town, and specifically about the decision last week by you, the Select Board and the Town Manager, to remove the Black Lives Matter banner from our Town Hall.

I understand that you plan to hang a different sign espousing our Town's beliefs about respect for all. But in my opinion, hanging such a sign is not the same as what the Black Lives Matter sign represents, which is that in a country and a community in which systemic racism exists--as I believe you all have acknowledged during your comments about the decision--it is critical that we espouse our especial recognition that Black lives matter.

Almost all of you in your comments about your decision mentioned the anti-police mood in our town. I am not anti-police in any way; although I do think the Town's handling of the Lt. Pedrini case has cast a very negative and unfortunate pall on our police department. And while you did not explicitly make this connection, by your comments you implied that you believe that removing the Black Lives Matter banner will in some way diminish these tensions in our town. In fact, I think the result will be the opposite. Might I respectfully suggest that you have engaged in the type of either / or thinking that has been referred to by many eminent scholars, such as Dr. Beverly Tatum, as characteristic of white supremacy culture.

Instead, I call to your attention the words in the Town's "Overview Report on the Lt. Pedrini Incident and Subsequent Town and Police Actions," which are "Therefore the work now before the Town, the community, and Lt. Pedrini relative to his actions is to translate the input from the CBI Report and other venues of public feedback to cultivate trust, healing, and a pathway forward in the wake of that repudiation and many associated individual and community harms." Continuing to hang the Black Lives Matter banner from our Town Hall is one way to cultivate that trust, healing and pathway forward.

I hope that you, our town leaders, will do the right thing--and reconsider your decision and keep the Black Lives Matter banner hanging!!

Thank you for your consideration of my concerns, and I ask that you please attach my comments in this email to the September 21st Select Board meeting minutes.

Sincerely,
Rebecca Gruber
215 Pleasant Street

From: Robert Santosuosso <BobSantosuosso@yahoo.com>
To: mkrepelka@town.arlington.ma.us
Cc: JCurro@town.arlington.ma.us, SDeCoursey@town.arlington.ma.us, LDiggins@town.arlington.ma.us, JHurd@town.arlington.ma.us, DMahon@town.arlington.ma.us
Date: Sun, 20 Sep 2020 20:08:03 -0400
Subject: Keep the Black Lives Matter banner on the Town Hall

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I am writing to voice my support for keeping the Black Lives Matter banner on the Town Hall.

I was born in Arlington and my parents still live in Arlington. I am now 57 and I want to be able to be proud of my town. However, recent incidents and voting to take down the Black Lives Matter banner make it harder and harder to be proud of Arlington.

It seems lately, that Arlington has been making the news for the wrong reasons. Whether it is the arson targeting the Jewish institutions in Arlington, the Swastika graffiti, the vandalizing of the Black Lives Matter banner at the High school, it seems that Arlington is a community of intolerance and hate.

I want to be part of a town that stands up for what is right, which includes standing up for, and supporting, the rights of those who need more standing up for.

Black lives matter. It should be an easy statement to support. It is like saying, "the sky is blue". Maybe it should not need to be said, but unfortunately it is necessary to say it and I think, that as a town, we should be saying it on the Town Hall.

please attach my comments in this e-mail to the meeting minutes

Sincerely,
Robert Santosuosso
Windsor St.
Arlington MA

From: B <bonoa1990@gmail.com>
To: DMahon@town.arlington.ma.us
Date: Mon, 21 Sep 2020 11:06:50 -0400
Subject: Comments about BLM Town Hall sign for Select Board Meeting

CAUTION: This email originated from outside of the Town of Arlington's email system. Do not click links or open attachments unless you recognize the REAL sender (whose email address in the From: line in "<>" brackets) and you know the content is safe.

Dear Ms. Mahon,

My name is Anne-Marie Bono and I have been a resident of Arlington for the past four years. I am writing to request that the Arlington Select Board reverses their decision made on September 14th to remove the Black Lives Matter banner from Arlington Town Hall.

Removing the Black Lives Matter sign from Town Hall will send a message to Arlington's Black residents that they are not seen, heard, and supported by Arlington's leaders. It indicates that Arlington's highest officials believe that enough time has passed that the issues of race in America should not be a priority, when they always should be a priority. Removing the sign implies that Arlington's town government sides with white supremacists and excuses police brutality and systemic racism. I do not wish to live in a community that does not do everything that it can to protect and support its most vulnerable members--starting with something as simple as keeping a sign up at Town Hall.

This year, it was so heartening to see Arlington residents come together to support Black Lives Matter through the nightly demonstrations in Arlington center. Keeping the Black Lives Matter sign up at Town Hall will continue to reinforce this support, and send the message that Black Lives Matter all of the time--not just when racial issues are the top news story.

Thank you for your time and consideration. I wish for my comments to be attached to the meeting minutes.

Sincerely,
Anne-Marie Bono

2020 SEP 22 PM 12:38

September 17, 2020

Board of Selectmen
Town of Arlington
730 Mass Ave.
Arlington, MA 02476

Dear Selectmen/women:

I was so disappointed to hear that you will be taking down the Black Lives Matter sign that had been displayed in front of our Town Hall.

I firmly believe we need to support our police by recognizing that we, as a country, have been dreadful to people of color, especially those who are black.

This is not a zero sum game, as so many people want to portray it.

We must change this country, its policies and practices, to make a positive change for blacks and we must review all police policies and procedures in order to make sure police are not expected to deal with all of our social challenges, and are armed appropriately to do their given task.

Please do not be cowardly. I was so proud Arlington put up a sign that said Black Lives Matter on our Town Hall. We can not afford to not love all of our neighbors.

Sincerely yours,



Beth Loomis



Town of Arlington, Massachusetts

Next Scheduled Meeting of Select Board October 19, 2020

Summary:

You are invited to a Zoom webinar.

When: Oct 5, 2020 07:15 PM Eastern Time (US and Canada)

Topic: Select Board Meeting

Register in advance for this webinar:

https://town-arlington-ma-us.zoom.us/webinar/register/WN_iuAEbOmCTr-C-Lx0oxSQ8w

After registering, you will receive a confirmation email containing information about joining the webinar.

Notice to the Public on meeting privacy In the interests of preventing abuse of videoconferencing technology (i.e. Zoom Bombing) all participants, including members of the public, wishing to engage via the Zoom App must register for *each meeting* and will notice multi-step authentication protocols. Please allow additional time to join the meeting. Further, members of the public who wish to participate without providing their name may still do so by telephone dial-in information provided above.

Members of the public are asked to send written comment to amaher@town.arlington.ma.us by October 5, 2020 at 3:00 p.m.

Documents regarding agenda items will be made available via Novus Agenda and the Town's Website.

<https://www.mass.gov/doc/open-meeting-law-order-march-12-2020/download>