

# 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*



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## Updates Since Submittal: Acquisition of Medical License, Farm, Processing, and Retail

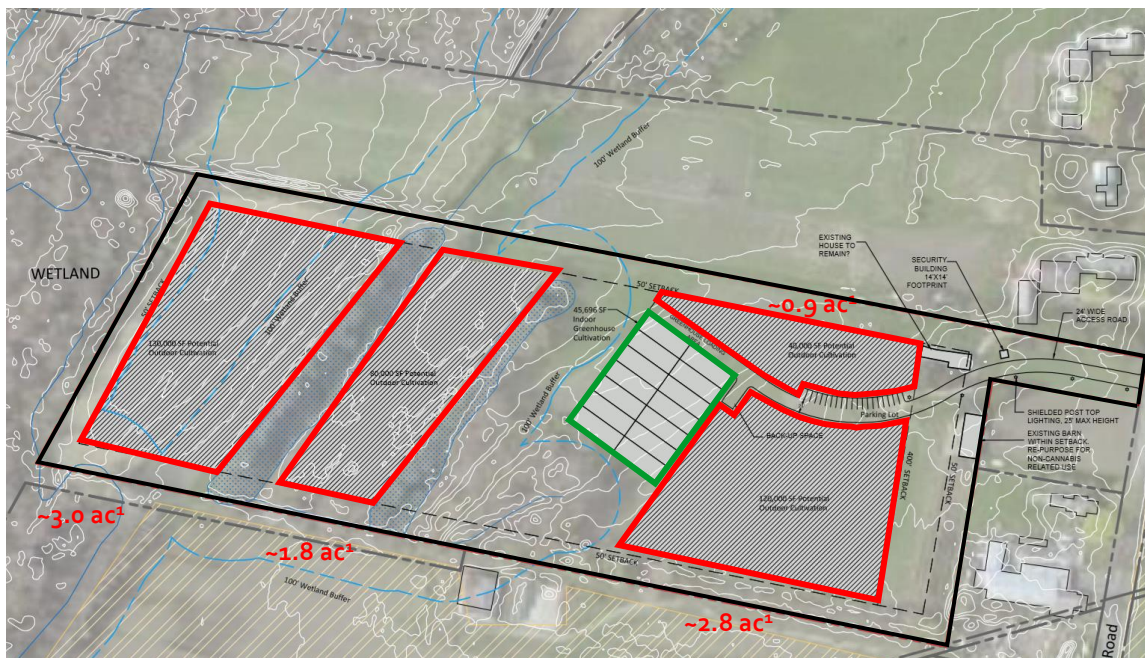
- » *The Human Connection* CEO, Jared Glanz-Berger, negotiated acquisition of Debilitating Medical Condition Treatment Centers, Inc., ("DMCTC") a Pioneer Valley-based provisional medical license
- » DMCTC holds a Host Community Agreement in Agawam, MA, where it plans to site retail and processing facilities
- » 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 canopy<sup>1</sup>
-  Planned sun-grown space designed to contain ~75k sqft of canopy<sup>1</sup>
-  Planned property outline<sup>1</sup>

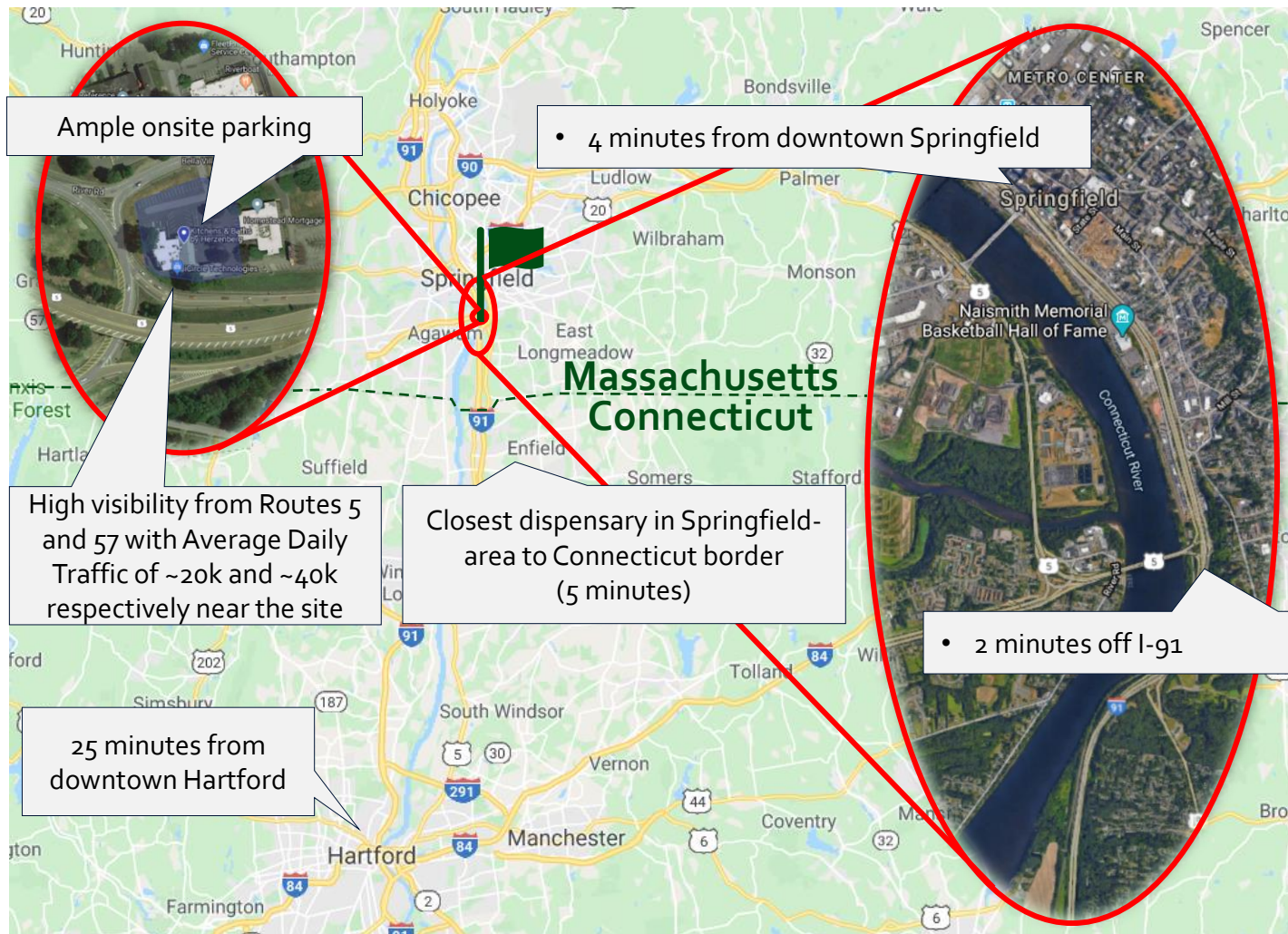
<sup>1</sup> Property lines and boundaries estimated and not drawn to scale; borders and useable acreage estimated and subject to change per ongoing engineering work

## 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 canopy<sup>2</sup>**
  - **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 Traffic<sup>1</sup> ("ADT") of ~60k from Springfield**
  - ~20k ADT on Rt 5
  - ~40k ADT on Rt 57

  
Permitted Location in  
Agawam, MA (Medical)

<sup>1</sup>Source: MassDOT Transportation Data Management System (2019)

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# 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

Economic and spatial development

Team hiring

Informing customers about restrictions, dangers, and risks

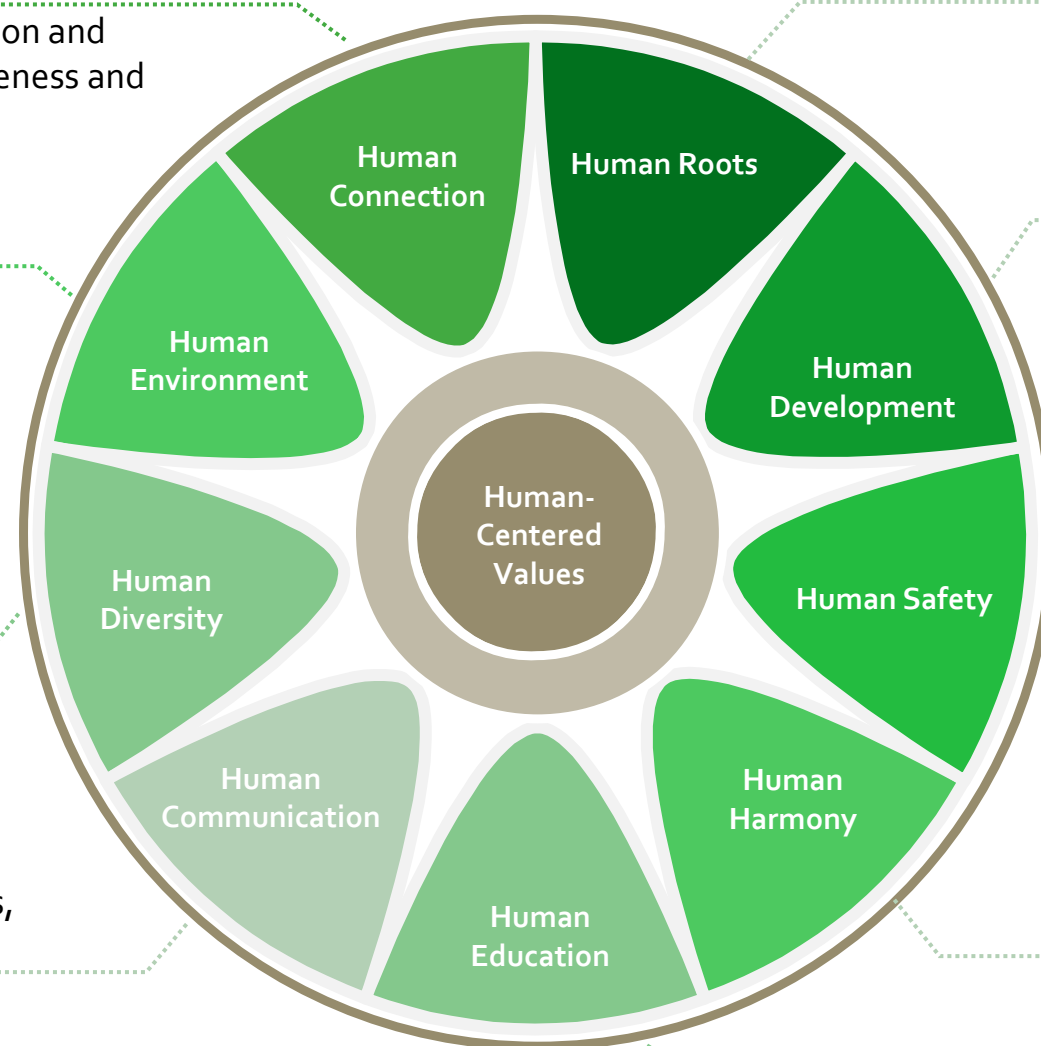
Supporting local community, especially in the time of Covid-19 and other unforeseen events

Staff training

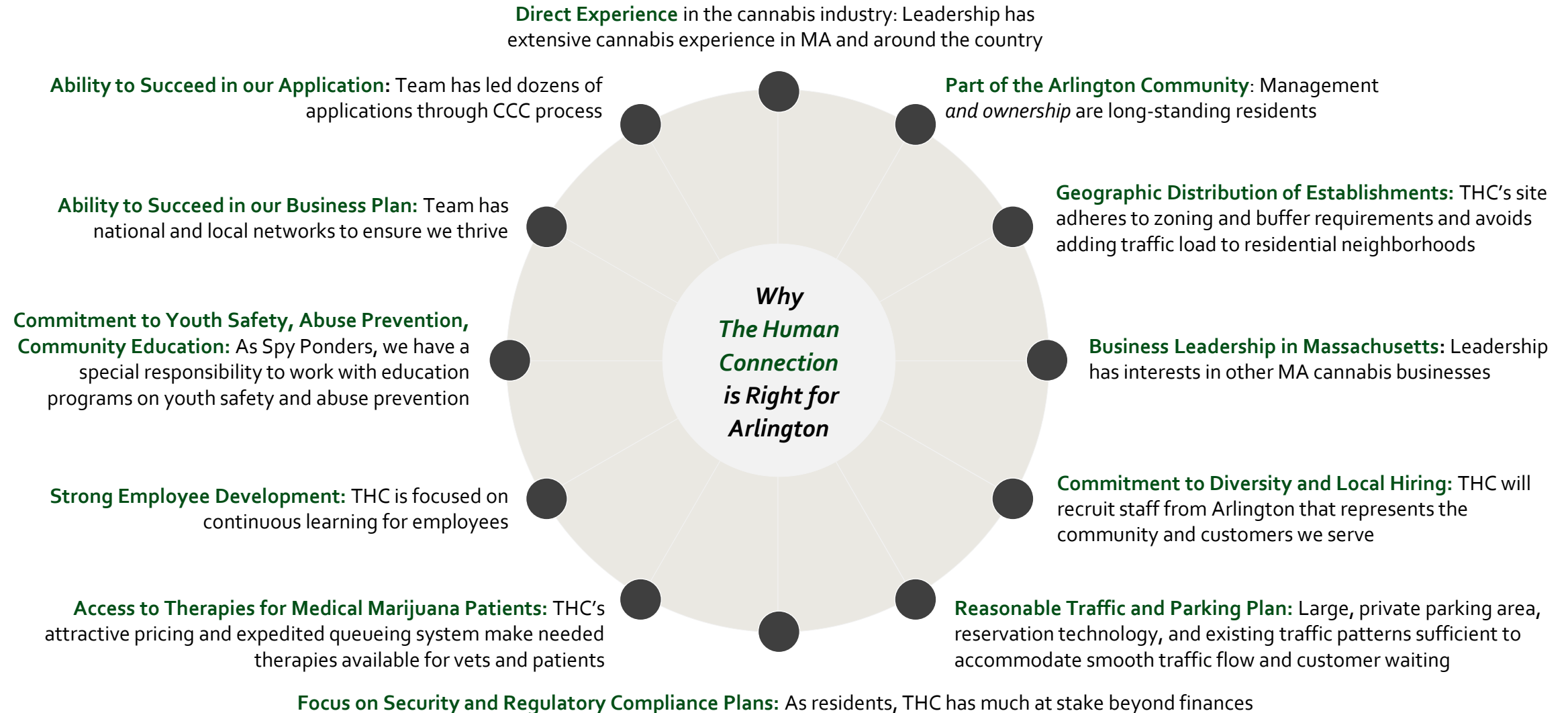
Safety and compliance

Traffic management

Youth and abuse prevention



# Why The Human Connection Dispensary is Right for Arlington





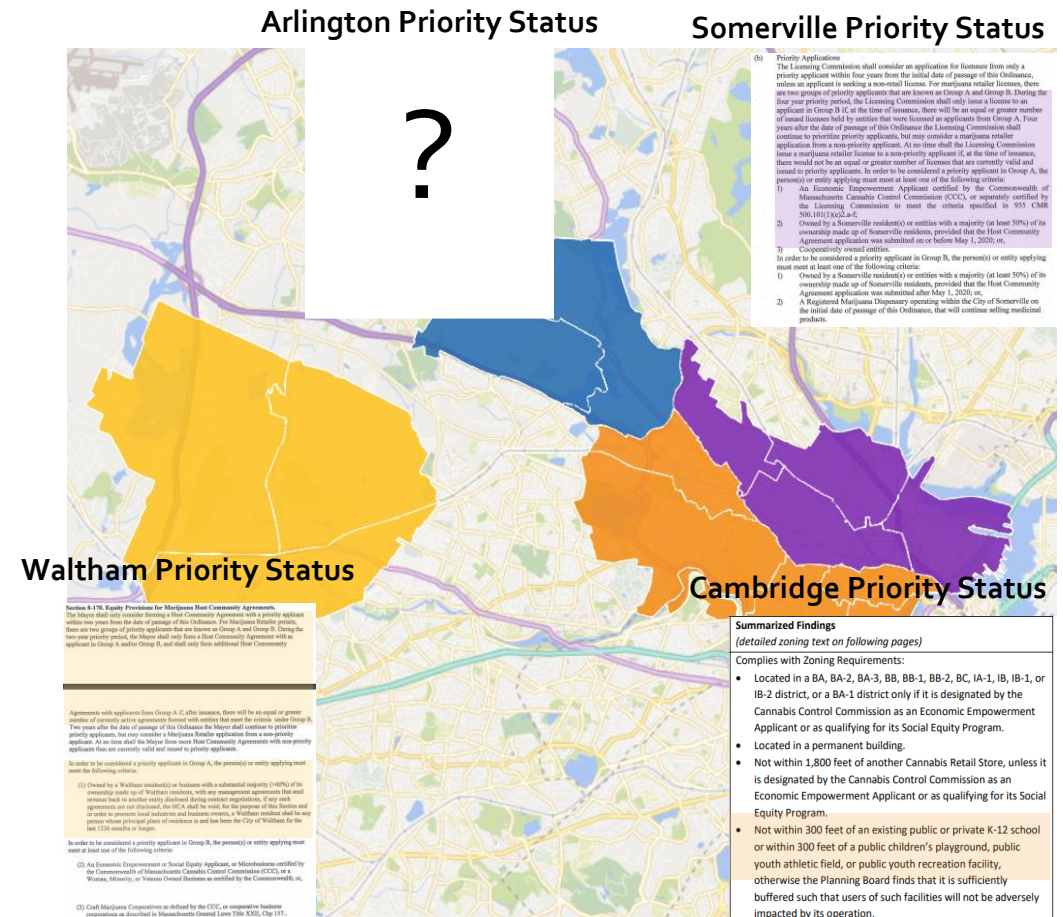
# The Human Connection: Group A Priority Status

## » 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 businesses<sup>1</sup>
- **Somerville** only allows non-status applicants to receive Special Permit after an equivalent number of Group A Priority-Status applicants have been licensed<sup>2</sup>
- **Waltham** only allows non-status applicants to receive Special Permit after an equivalent number of Group A Priority-Status applicants have been licensed<sup>3</sup>



<sup>1</sup>: Cambridge Special Permit Criteria, <https://rb.gy/8y5y3t>; <sup>2</sup>:City of Somerville Ordinance No. 2020-15, <https://rb.gy/laugq5>

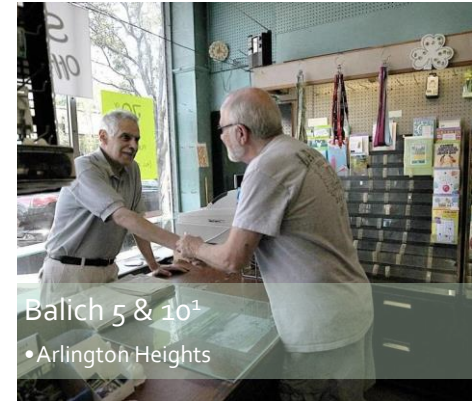
<sup>3</sup>:City of Waltham Ordinance #34644 <https://rb.gy/zezb2c>

# 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."<sup>3</sup>
- 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



<sup>1</sup>: Boston Globe, "Arlington's five-and-dime to close after 64 years; patrons bid bittersweet goodbye" June 22, 2018 <https://rb.gy/6sz5bc>

<sup>2</sup>: Maida Pharmacy Compounding & Wellness <https://maidapharmacy.com/about/our-story/>; <sup>3</sup>: Lisa Mullins, WBUR, "This Arlington 5 And Dime Is Closing After Decades" June 22, 2018



# 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 & 10<sup>3</sup>



### Examples

#### Superette<sup>1</sup>



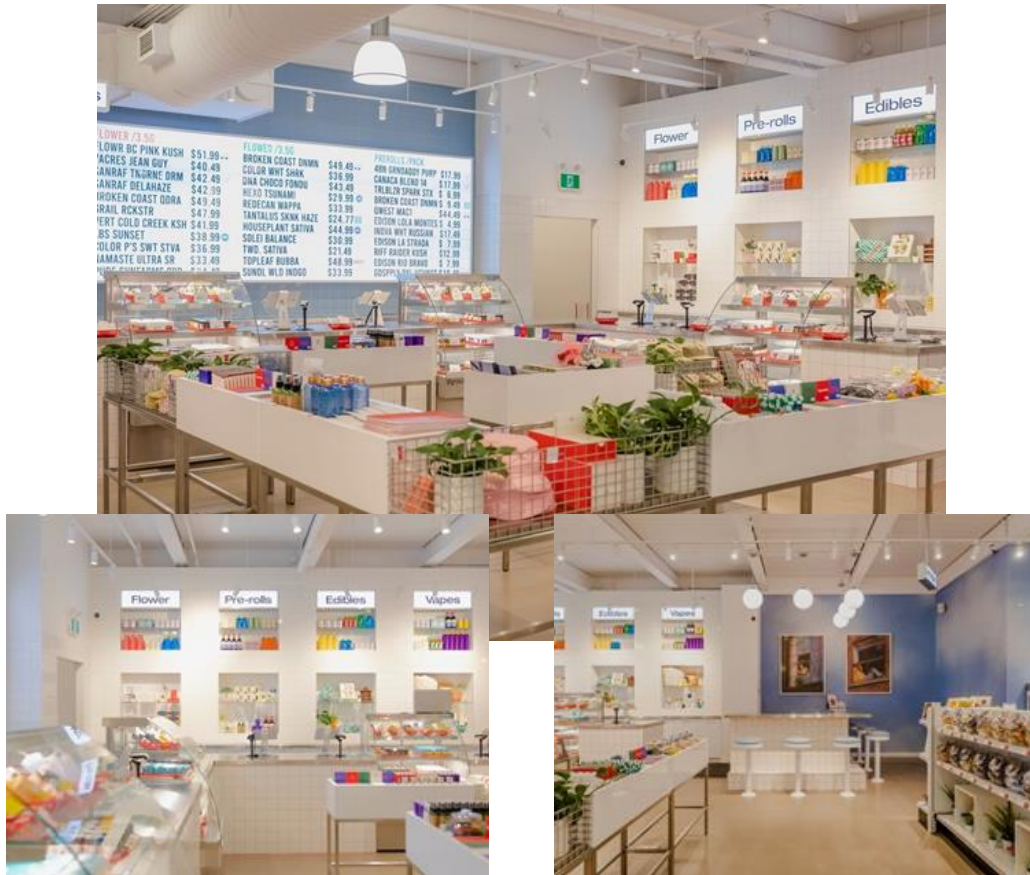
#### Uncle Ike's<sup>2</sup>



<sup>1</sup>: 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 Superette<sup>1</sup>



<sup>1</sup>: Designed for Superette by Bergmeyer, accessed from <https://www.bergmeyer.com/work/superette> on Sep 28, 2020

## Additional Images of Uncle Ike's<sup>2, 3</sup>



<sup>2</sup>: SearchDispensary.Com. Web. Accessed Sep 28, 2020 <https://rb.gy/dnyfa9>; <sup>3</sup>: PotGuide.Com. Web. Accessed Sep 28, 2020 <https://rb.gy/smpfum>



# Human Environment: Ideal Traffic Flow, Space Suited for the Purpose

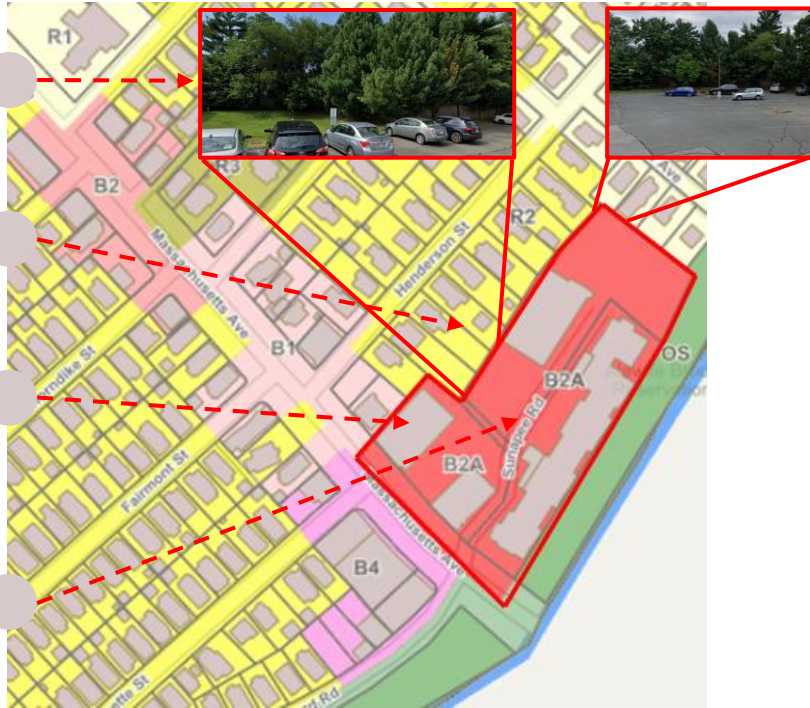
## Shop Location

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*<sup>1</sup>

## High Degree of (non-automotive) Access

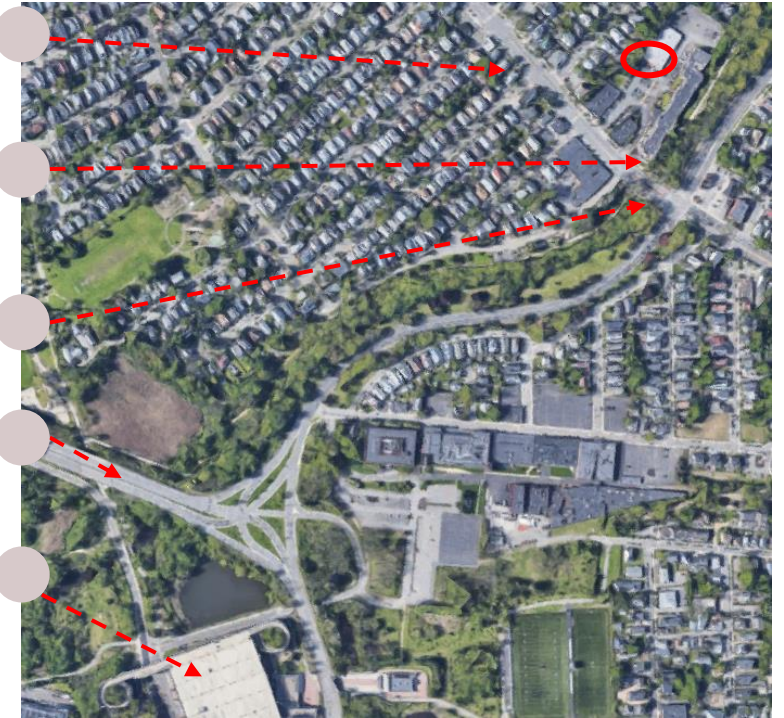
Mass Ave

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

<sup>1</sup>: 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

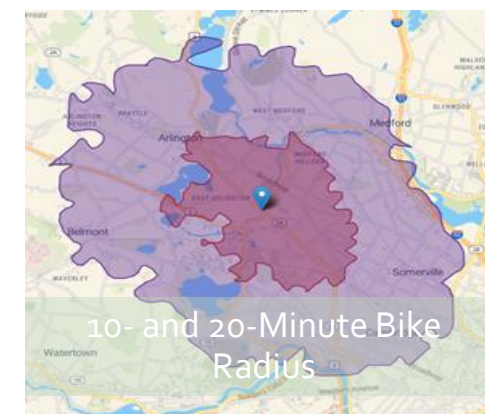
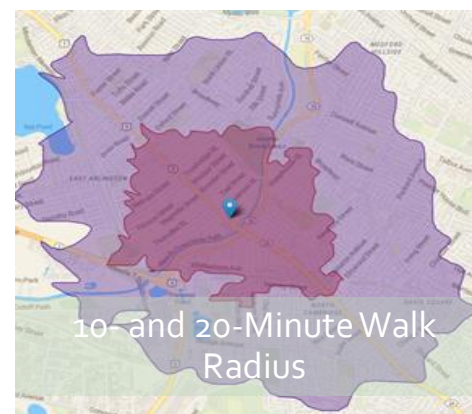
## Managing Customer Traffic

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:





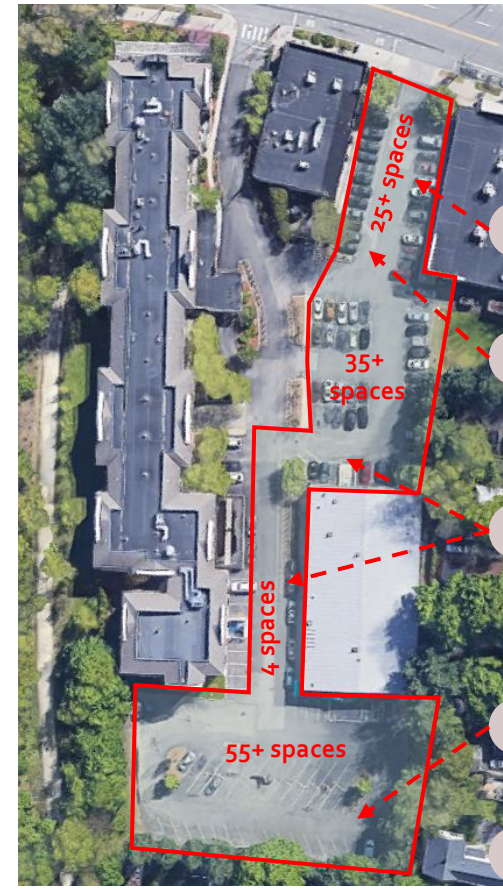
# Human Harmony: Ideal Traffic Flow, Space Suited for the Use

## 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 & Availability<sup>5</sup>



- 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 spaces<sup>2</sup>)
- Parking for Menotomy Grill (~38 spaces<sup>1</sup>) and Buzzy's (~4 spaces<sup>2</sup>) is towards the property's front
- Parking for Arlington Health and Fitness (~22 spaces<sup>3</sup>) is in the middle and along the side of the building
- Parking for Alewife Brook Community Pediatrics (~12 spaces<sup>4</sup>) is generally towards the rear
- Additional parking available on-street (not included in parking count)



<sup>1</sup>: 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;

<sup>2</sup>: Retail requires 1 space per 300 sq. ft. of gross floor area

<sup>3</sup>: Health club or indoor athletic facility requires 1 space per 300 sq. ft. of gross floor area; <sup>4</sup>: Office, medical requires 4 spaces per physician, dentist, practitioner; <sup>5</sup>: Parking requirements and availability is estimated based on internal research; <sup>6</sup>: MASSDOT Online. Web. Accessed Sep 28, 2020 <https://rb.gy/kbxee1>



# Human Environment & Human Harmony: Location Comparison

Address	Assessor's Map <sup>1</sup>	Commercial Neighborhood	Zoning	Residential Abutters, Abutters per Acre	Parking <sup>2</sup>	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 <sup>3</sup>	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 – <b>All immediate neighbors are multi-family residential (R2).</b> Neighbors' abutters are also all residential	B4 – Vehicular Oriented	13 multi-family (R2) abutters, <b>the location is densely residential</b> with 30+ residential abutters per acre	10+ Open	67 bus	No. The site currently operates as a Vehicular Oriented Business. <b>Operating as a retail cannabis dispensary may dramatically affect traffic patterns</b> for neighbors	No. Long lines with <b>social distancing is likely to impact residential neighbors'</b> access to homes or affect traffic



Positive



Challenge

<sup>1</sup>: Town of Arlington Geographic Information System (GIS) Interactive Maps. Web. Accessed May 12, 2020. <https://www.mapsonline.net/arlingtonma/> "Find Abutters" Set to 50ft

<sup>2</sup>: Spaces estimated, not marked; <sup>3</sup>: 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

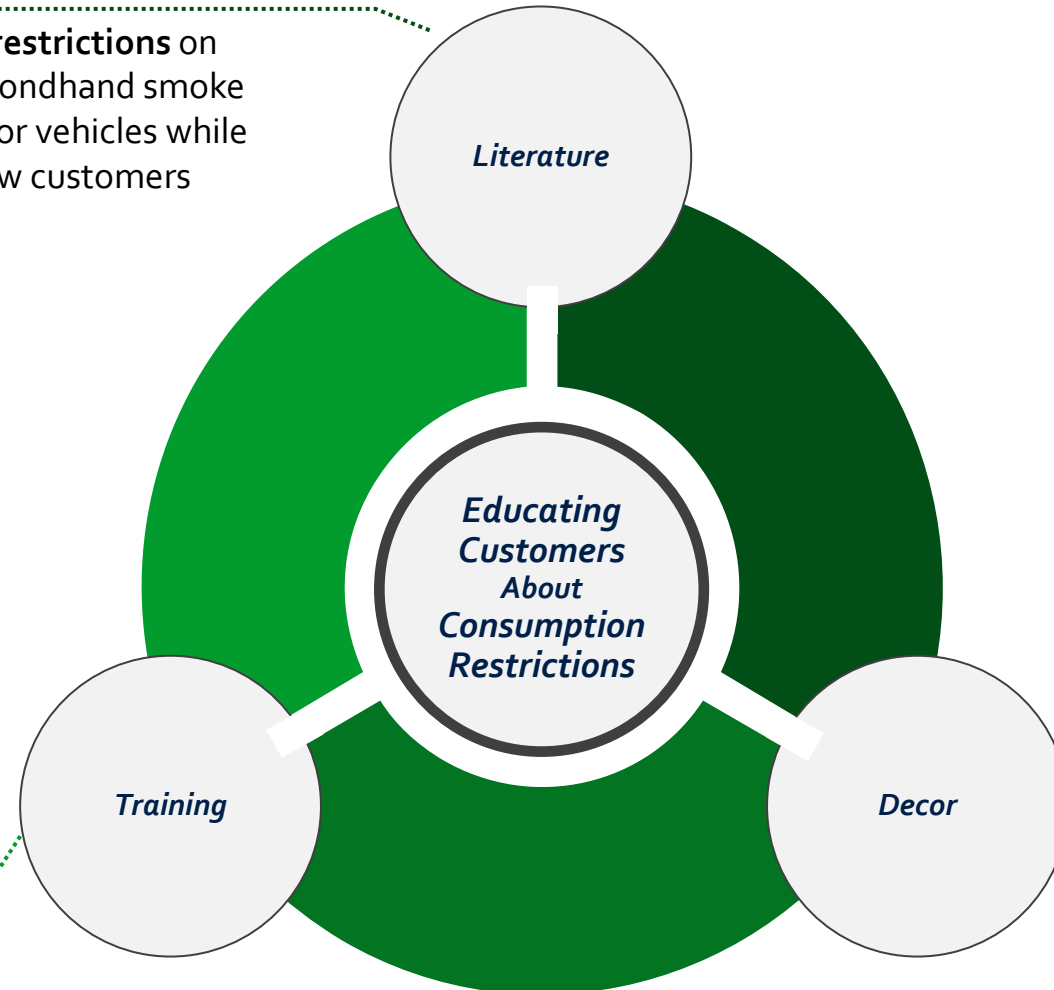
- Massachusetts' Special Commission on Operating Under the Influence and Impaired Driving developed 19 recommendations for state officials to consider. One recommendation calls for Municipal Police Training to expand training drug recognition experts.
- THC would be interested in working with the Arlington 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.



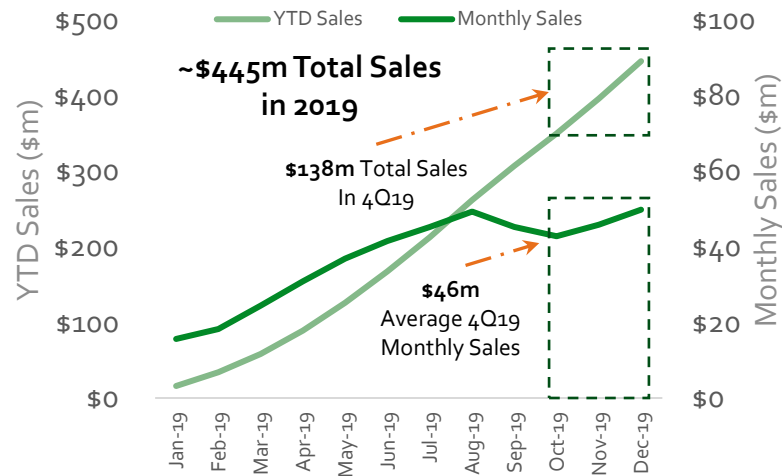
# Human Connection – Preliminary Business Plan: State sales experienced rapid growth despite slow store roll out, but the market remains underserved and undersupplied

**\$445m in 2019 sales** in Massachusetts;<sup>2</sup> \$138m in 4Q19<sup>1</sup>, averaging \$46m per month

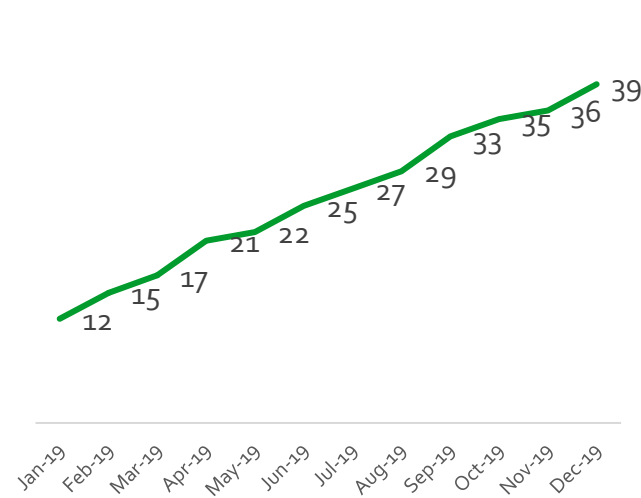
Retail Licenses grew to 39 by Dec '19,<sup>2</sup> ~**\$16.8m mean sales per license**<sup>3</sup> for the year

With large underserved markets remaining, state sales are set to increase

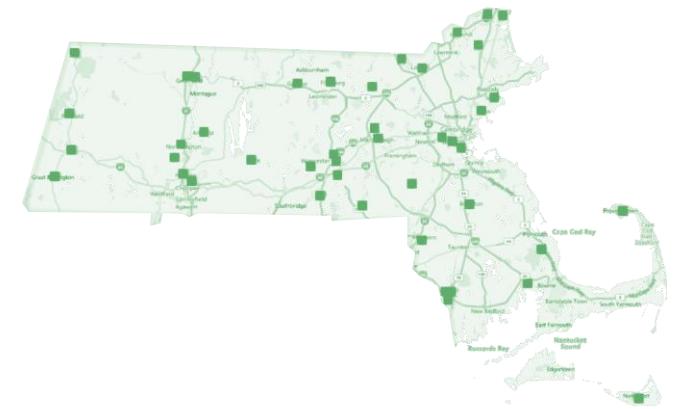
Total Adult-Use Cannabis Sales: Jan'19 through Dec'19<sup>2</sup>



Number of Licensed Retailers as of Dec '19<sup>2,3</sup>

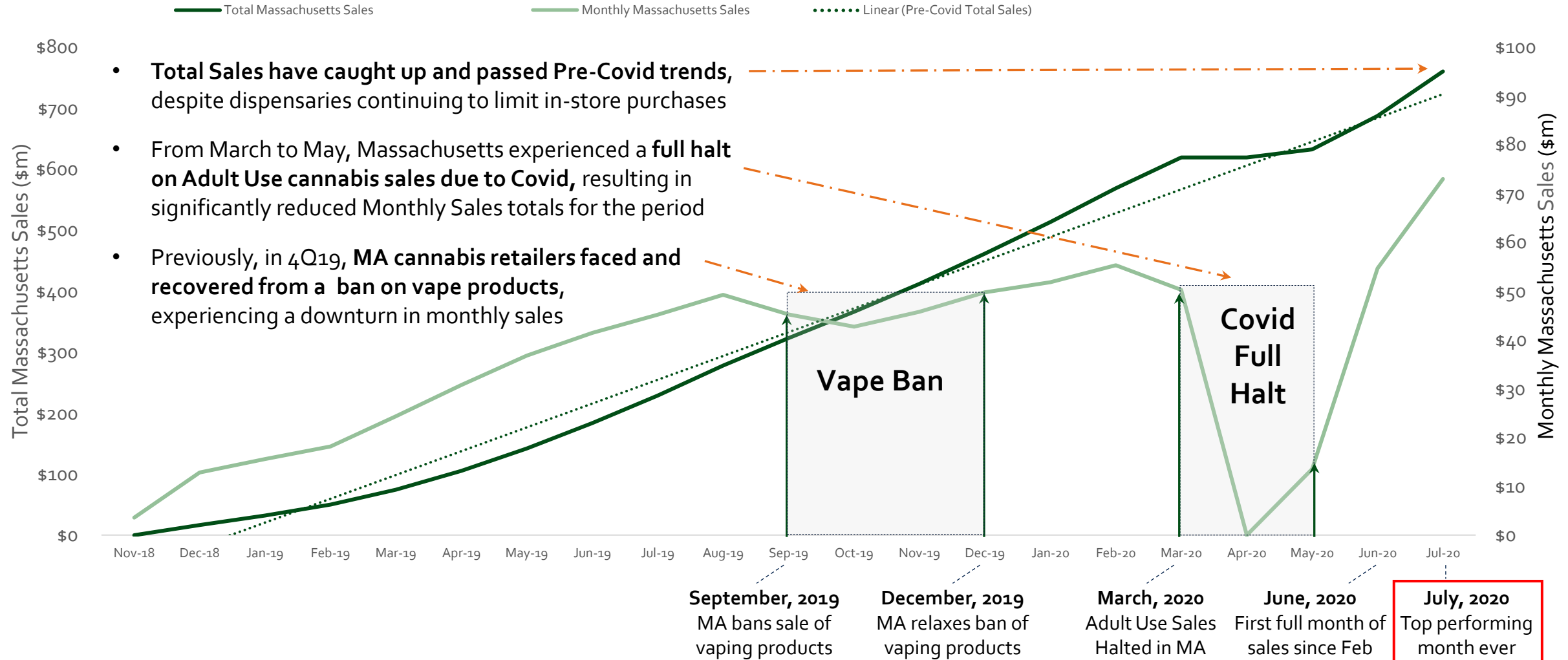


MA Dispensary Locations as of June '20<sup>2</sup>



<sup>1</sup>: During MA's vape ban; <sup>2</sup>: Massachusetts Cannabis Control Commission Open Data, internal analysis; <sup>3</sup>: 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 Value<sup>1</sup>

\$6.9m: Estimated Total Sales per Dispensary<sup>2</sup>

**\$5.6m: Annual Pre-Tax Sales per Dispensary<sup>2</sup>**

\$1.3m: Annual Tax Revenue per Dispensary<sup>1</sup>

\$60: Average Customer Ticket<sup>3</sup>

250: Average Customers per Day

12: Average Open Hours per Day

<sup>1</sup>: Includes excise, sales, municipal taxes, and community impact fee; <sup>2</sup>: Assumes 3 dispensaries, Adult Use sales only

<sup>3</sup>: 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

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

### 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 23<sup>rd</sup>, 2019 meeting to 300 feet<sup>1,2</sup>
- » 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 stores<sup>2</sup>
- » **Availability of Space in the Large Parking Lot:** The large parking lot is currently under-utilized,<sup>3</sup> 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 footage<sup>3</sup>

<sup>1</sup>: Cambridge Day, Alex Bowers, “Proposed recreational pot shop is acceptable 400 feet from school complex, officials decide” Oct 18, 2019  
<https://rb.gy/aimtee>

<sup>2</sup>: 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)<sup>1</sup>
  - The locations are 3,100+ feet by car and approximately 2,250 feet *curb cut* of property line to *curb cut* of property line<sup>1</sup>
- 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.”<sup>2</sup>

<sup>1</sup>: Estimated on Google Maps. Web. Accessed October 3<sup>rd</sup>, 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

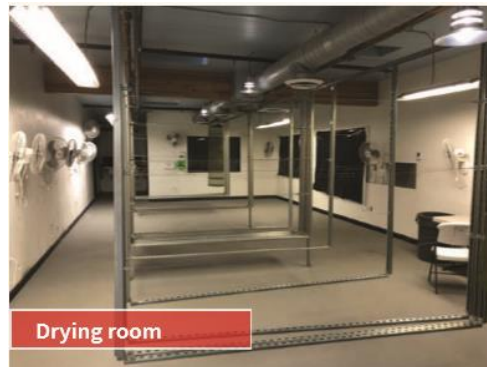
- » *Updates Since Application*
- » *Overview of Application*
- » *Clarification on Feedback*
- » *Appendix*



# 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



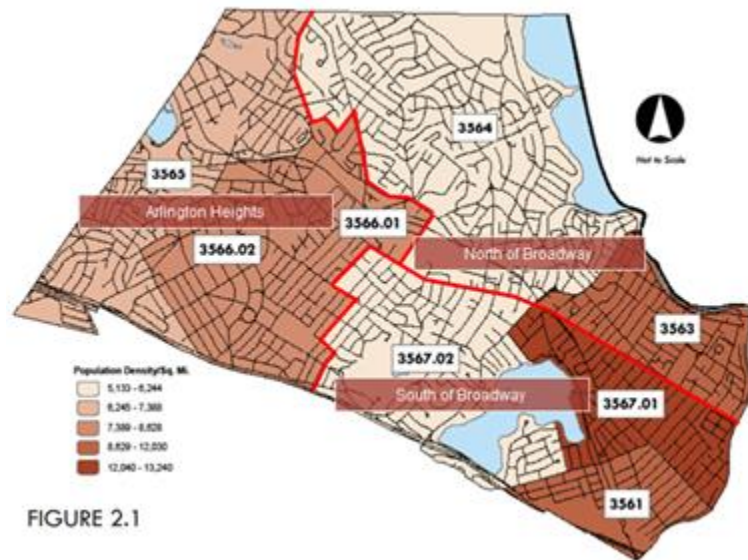




# Human Environment: Maintenance of Balance in the Distribution of Establishments

## Balance of Land and Population

Population Density By Census Tracts<sup>1</sup>



### 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

<sup>1</sup>: Census Tracts from Arlington Master Plan