

# NATICK SELECT BOARD PRESENTATION

JULY 26, 2021



# Company Overview



- Rev Clinics has been operating as a medical marijuana company in Massachusetts for 4 years.

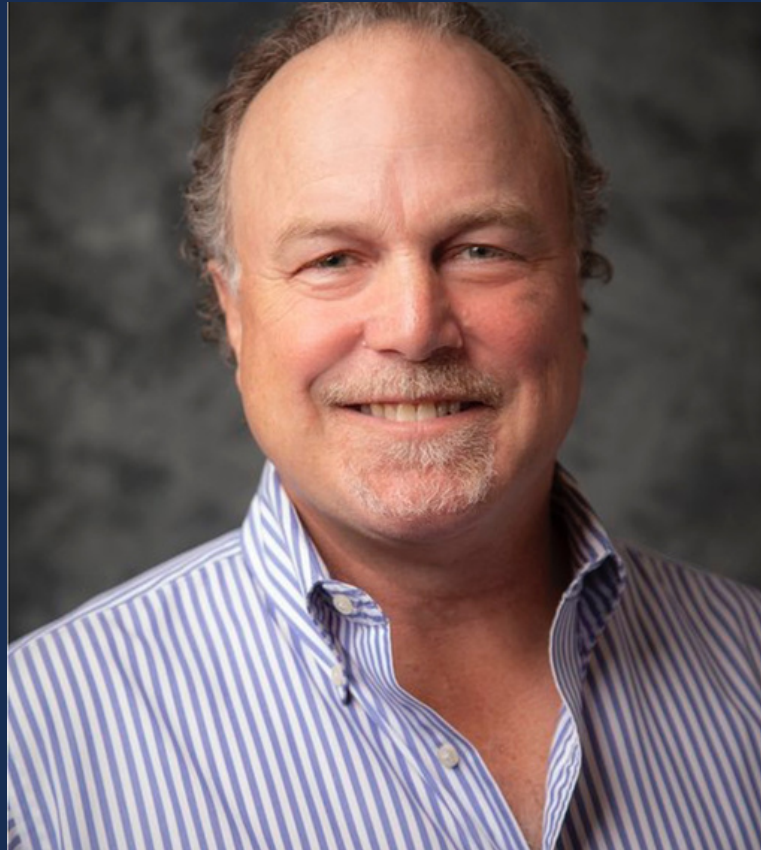
Rev Clinics is vertically integrated, fully operational and deeply experienced in Massachusetts

- We have retail locations in Somerville & Cambridge and our cultivation and product manufacturing is located in Fitchburg.

- Rev Clinics paid over a \$1,000,000 to Massachusetts municipalities in host community fees.



# Keith Cooper, CEO



Keith Cooper is a successful entrepreneur with more than 35 years running VC-backed technology companies.

Prior to RC, Keith was CEO of Constant Therapy (CT), a company revolutionizing the treatment of neurological disorders using science-based digital therapy on mobile devices. CT was acquired in 2017.

Prior to CT, Keith was CEO of Connotate (web Big Data aggregation), President of Carbonite (#9 on the Inc. 500 list, Best Places To Work in Boston, Most Innovative Companies in New England, IPO on NASDAQ 2011), CEO of webHancer (acquired by Microsoft), CEO of FaxNet (acquired by Critical Path) and GM of Trans National Communications (#12 on the Inc. 500 list).

A graduate of Harvard Business School (1988) and Harvard College (1983, President of the Harvard Rugby Club), Keith lives in Wayland, MA, is married and has two young adult sons.





# Our Leadership



Jessica Bailey, Vice President of RevRetail,  
Natick resident, 20 year leader in retail



Vona Hill, Chief Strategy Officer, 30-year equity  
advocate, author



Tom Schneider, Chief Marketing Officer,  
35 years as a MA marketing executive in alcohol



Gary Perry, Diversity, Equity & Inclusion  
Manager



Devin Hall, Vice President of  
Compliance

# Our Team

70%

Minority and Female  
(retail locations)



20%

Higher wages than industry  
average starting at \$19.35/hour





# Our Locations

## Somerville

We have a staff of close to 30 (25% are residents.)

The Community Advisory Board has exponentially increased local contributions and community involvement

## Cambridge

We have a staff of 60 at our two locations.

Our employees reflect the community with over 70% of employees minority and/or female



## Fitchburg

We employ over 300 local residents in the Fitchburg area

We have paid over \$500K through our HCA to the City of Fitchburg.

Green infrastructure ranging from 100% LED lights to geothermal wells



# Facility Renovations

**BEFORE**



**AFTER**



# Company Overview





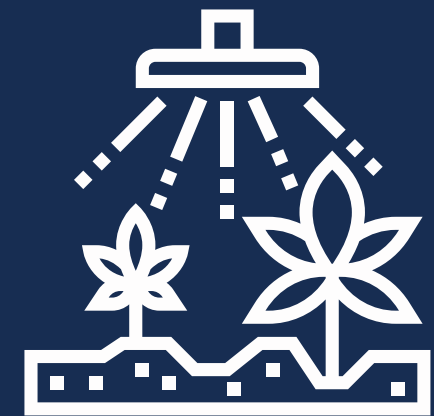
# Company Overview



We have  
**over 375 MA employees**  
between our three retail  
locations and cultivation  
facility

**1M**

We have serviced over  
**1 Million customers**  
through our stores  
and wholesale partners'  
locations in  
Massachusetts



Our Cultivation and Product  
Manufacturing facility  
is **250,000 sq. ft.**  
which is one of the  
largest licensed facilities  
in MA



# Security & Compliance

- The Cannabis Control Commission (CCC) provides strict security regulations that each cannabis operator must meet and or exceed. Per 935 CMR 500.110, cannabis establishments must ensure the following:
  - Every adult (21 or older) that enters the facility must provide identification at the door and upon transaction at the register.
  - Any area with cannabis are monitored by evidence grade cameras.
  - No consumption of cannabis or loitering on the premises will be allowed.
- Rev Clinics has passed dozens and dozens of surprise inspections from the CCC
- Rev Clinics has a robust portfolio of standard operating procedures (SOP) for each department for every location.





# Security & Compliance

- Rev Clinics only utilizes Lan-Tel Communications for our security systems at our Cultivation and Retail operations. Lan-Tel is often utilized by municipal police departments in Massachusetts.
- Rev Clinics has full time security at each of our locations and have had no security issues in the 4 years of retail operations.
- Rev Clinics has never had an issue with diversion to employees or minors.
- Cannabis Regulations vary greatly from state to state. Rev Clinics has significant direct experience with the Massachusetts regulations.



# Impactful Community Partner



What is a Community Advisory Board (CAB)?

Revolutionary Clinics understands that the best way to create a meaningful relationship with the community is to make the community a part of our team. We created the CAB as a way to include community leaders in our decision making when it comes to our involvement. We know that this is the best way to ensure that our engagement is meaningful and impactful.





# Community Engagement



Rev Staff Volunteer  
their time to plant bulbs  
to beautify East Somerville



Rev Staff presenting  
a donation to one of our  
community partners.

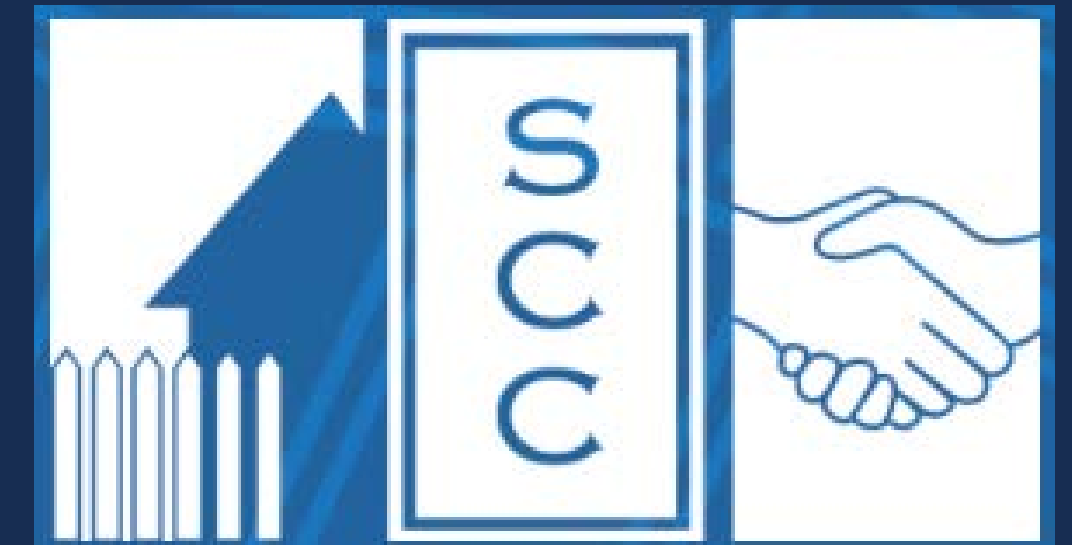


Rev Staff providing education  
to veterans, seniors  
and medical patients





# Impactful Community Partner



2019 the RCSCAB awarded \$8,000

- East Somerville Main streets
- Somerville Homeless Coalition
- Somerville Community Corp

2020 Rev Clinics' Somerville Community Advisory Board selected non-profits that received a total of \$10,000

2021 Rev Clinics CAB pledged \$25,000 to the Margaret Fuller House and donated an additional \$25,000 to the Community Action Agency of Somerville that supports local head start programs



# Social Equity (SE) & Economic Empowerment (EE) Programs

Our Community efforts go beyond CAB's and Host Community Fees. We play an active role in the Green Industry Funded Training (GIFT) non-profit and the Achieving Success through Partnerships for Inclusive Retail Entrepreneurs (ASPIRE) program. We donated over \$200,000 to Economic Empowerment licensees in 2021 to assist with their progress in opening.

GIFT



ASPIRE

# SE/EE Program



## Our Goals

- Stimulate growth in Business development in Disadvantaged Targeted Communities
- Connect applicants (primarily minority, woman, and veteran-owned businesses) with current cannabis business license holders.
- Provide “Green industry” (cannabis) entrepreneurial opportunities to members of disadvantaged (targeted) communities.

## Accomplishments

- Revolutionary Clinics helped develop the GIFT program with Leah Daniels, an Economic Empowerment Applicant from Roxbury.
- Revolutionary Clinics is proud of the infrastructure and monetary assistance that we have been able to provide.

**gift**  
Green Industry Funded Training





# GIFT



# GIFT



# Our SE/EE Programs

Aspire provided services to Caroline's Cannabis, a recreational marijuana operator in Uxbridge and the state's first woman-owned shop; Haverhill Stem LLC, a recreational marijuana operator in Haverhill; Pure Oasis, Massachusetts' first Economic Empowerment-owned recreational marijuana operator, which opened Boston's first retail store. Rev donated over \$200k to 2 EE licensees in Cambridge in 2021





# Natick Community Engagement

- Rev Clinics has demonstrated its commitment to its neighbors and the community through the most robust community engagement process conducted by any applicant in Natick.
- Conducted two (2) separate neighborhood Zoom meetings.
- Conducted an additional three (3) Cannabis Control Commission type Virtual Community Outreach Meetings through the Town process
- Sent over 250 letters directly to neighbors over 5 meeting notices.
- Conducted one-on-one meetings with neighbors.
  - Offered 102 One-on-one in-person or zoom meetings sent by direct mailing to all surrounding residents of 45 Worcester St. (6 neighbors participated).
- Conduct over 15 hours of direct community discussion with neighbors



# Natick Community Engagement

- Rev Clinics conducted this level of engagement because that is what it will take to be the best partner to the community and the Town. Further, we believe Natick would expect this high level of engagement for any company proposing to locate in Natick, especially related to a new industry and Rev Clinics set that standard in Natick for the cannabis industry.





# Locations



81.52% of Town Meeting members voted in favor of the marijuana overlay zoning.  
91.63% of precinct six town meeting members voted in favor of zoning



# 45 Worcester Street



- Local partner is Dr. Dale Buckman - Medical Professional, Cannabis Educator and Natick resident
- Stand alone 5,364 sq. ft. Building – small “outlet” store on west side of property
- 50+ parking spaces dedicated to retail operation
- Properly zoned (Retail Marijuana Overlay (RMO))
- No access to residential neighborhoods into or out of the site (Byron Rd. curb cut eliminated).
- 85% Larger than other applicants (greater ability and flexibility to handle customers during peak times)





# 45 Worcester Street



- 10 Proposed Point of Sales (POS) stations
- Buffers include a 6ft tall vinyl fence, a heavily landscaped property line and the elimination of Byron Rd. access.
- 100% of traffic into and out of site from Rt. 9



# 45 Worcester Street





# 45 Worcester Street



- Traffic Study Summary:
  - *"Relative traffic increases for the proposed project represents an inconsequential change in area roadway volumes - a level of change that falls well within normal day-to-day fluctuations in traffic entering and exiting the signalized intersection and with proper driveway design will be immaterial to traffic operations along Worcester Street."*





# 45 Worcester Street





# 45 Worcester Street





# 45 Worcester Street





# Responding to Community Feedback

- Rev Clinics will be appointment only for phase one opening to get real-time experience with demand and prevent overcrowding of the parking lot as well as prevent any outdoor line cueing.
- Rev Clinics will fund mitigation that would help fix an existing cut-through traffic issue on Whittier Street and Wellesley Road that the neighborhood has dealt with for years.
- Rev Clinics will install a bus shelter at the intersection of Route 9 and Byron Road for the safety of the neighborhood children



# Responding to Community Feedback

- Close a curb cut on Byron Road that currently has daily commercial truck traffic, as well as the curb cut on Rt. 9 at the Bryon Rd. end of the site.
  - The plan to close these curb cuts and install extensive landscape infrastructure would restore a more residential feel to Byron Road and would completely eliminate commercial truck traffic from that street, providing a safer environment for children and the neighborhood as a whole.
- Additonally, we have proposed the installation of a fence and mature landscaping (8' Trees) along the property line that abuts the neighbors behind and to the side of the site (see included renderings).







# 6 Worcester Street



- Local partners include AJ and Sue Moran and Deb Otey. (54 years of Adult-Use retail sales experience and 20 years of operation at this location w/o incident or neighborhood complaint)
- Stand alone 4650 square foot building
- 27 on site parking spaces dedicated to the store
- Operated as adult-use retail selling age-restricted products for over 65 years
- Properly zoned (Retail Marijuana Overlay (RMO))
- All abutting parcels commercially zoned
- 60% Larger than other applicants (greater ability and flexibility to handle customers during peak times)

# 6 Worcester Street



- 10 Proposed Point of Sales (POS) stations
- Natural buffers, including heavily wooded lot with significant elevation and curve in the road between the site and the neighborhood.
- Traffic Study
  - 90% of traffic coming from Rt. 9
  - Estimated neighborhood traffic of approximately 1 car every 10 minutes at Peak Hour.

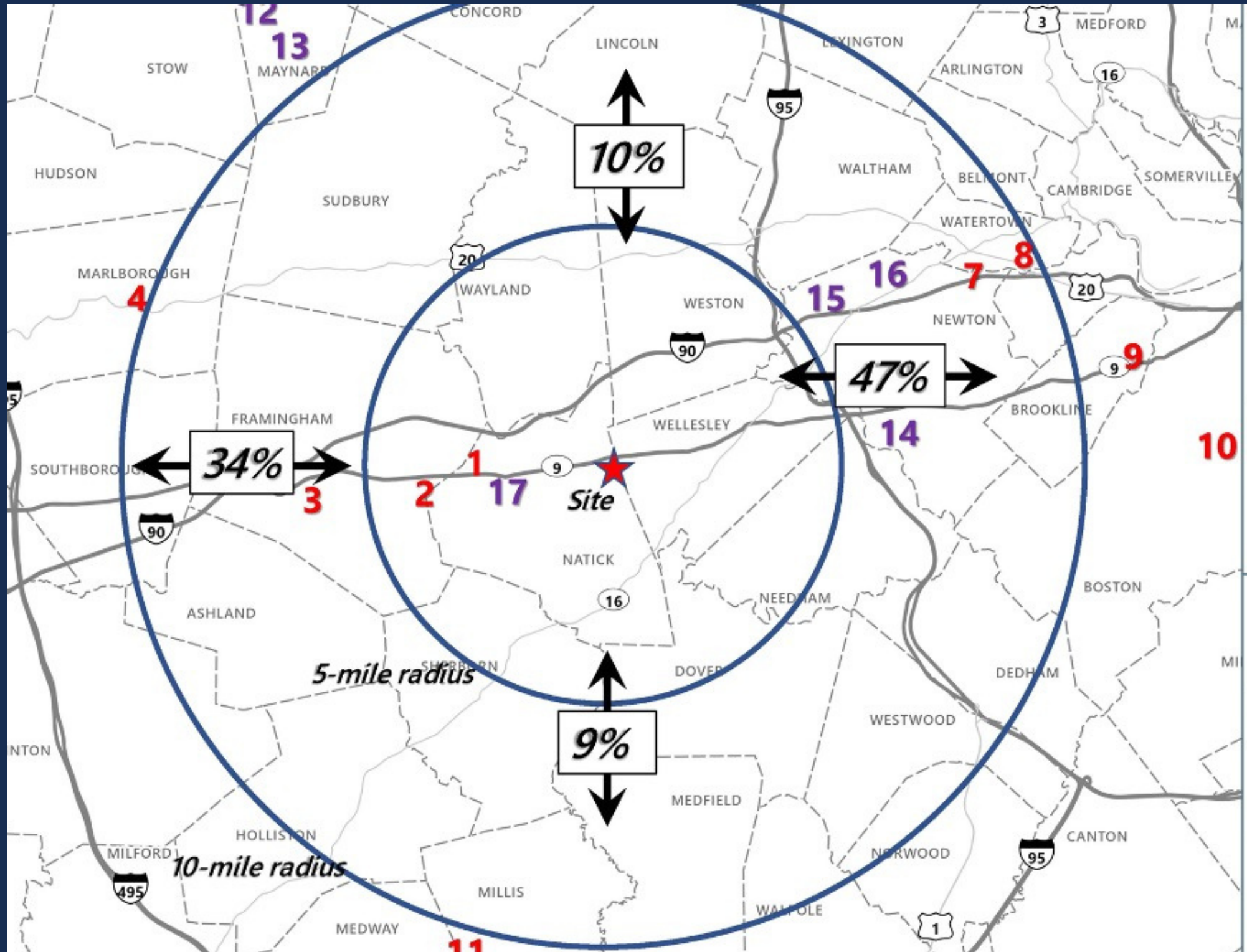


# 6 Worcester Street





# 6 Worcester Street



- Estimated customer demand is between 300 and 400 customers per day (30 to 40 per hour)
- Appointment Scheduling will limit peak traffic to 54 customers per hour. 4 to 6 customers per 10 minute appointments

# 6 Worcester Street

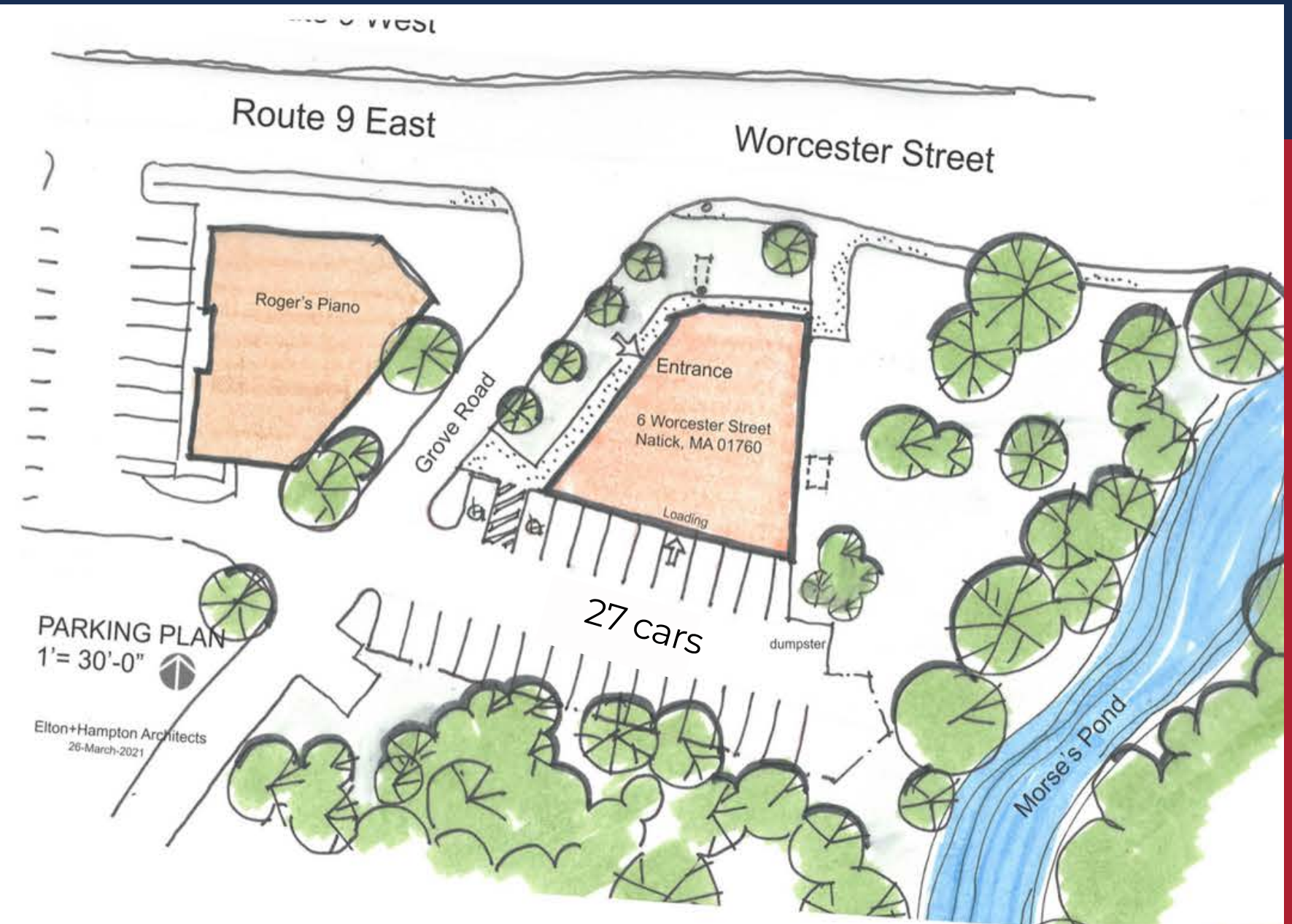
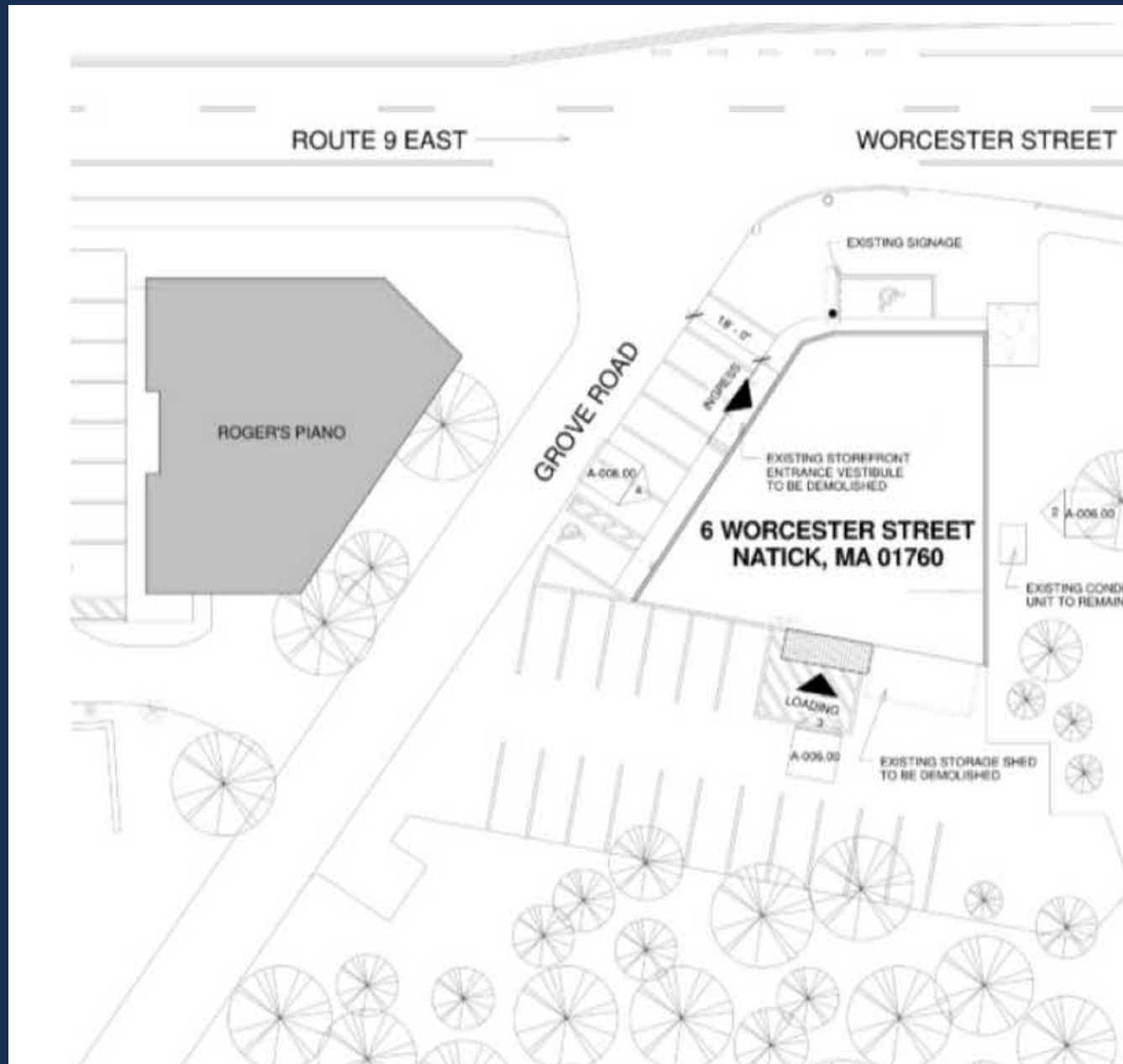


# 6 Worcester Street





# 6 Worcester Street



# Responding to Community Feedback

- Rev Clinics will be appointment only for phase one opening to get real-time experience with demand and prevent overcrowding of the parking lot as well as prevent any outdoor line cueing.
- "Right Turn Only" leaving the facility, directing 100% of customer onto Rt. 9.
- Offsite parking for employees leaving the full parking lot for customer use.





# C3 Site Comparison



- Significantly smaller retail space restricts ability to meet customer demand.
- 28 shared parking spaces with two other tenants.
- No dedicated spaces for C3 employees or customers.
- Lack of dedicated spaces leaves C3 unable to affirmatively demonstrate their ability to meet the parking demands.
- No ability to prevent customers from using Grove Rd. once departing the site.

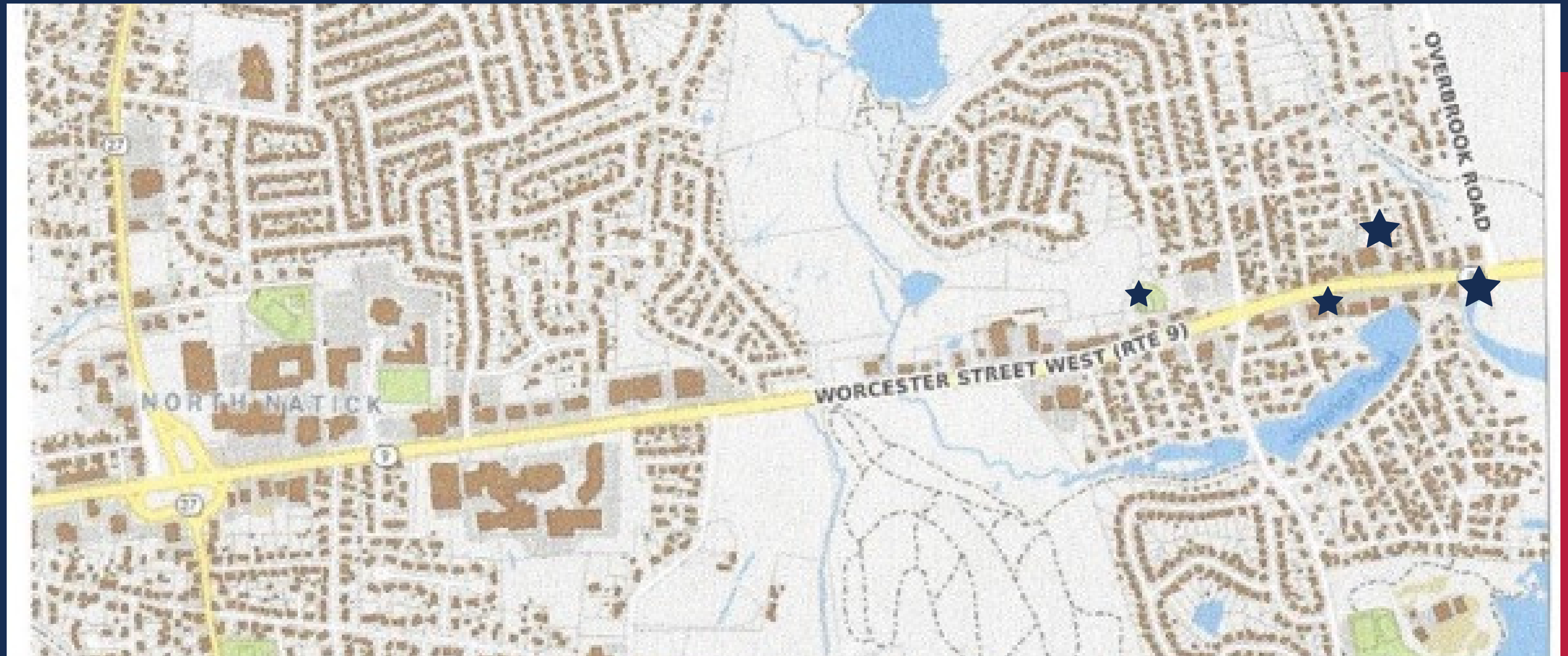
# Releaf Site Comparison



- Significantly smaller retail space restricts ability to meet customer demand.
- Releaf site pushes traffic into Natick affecting significantly more residents.
- Requires 100% of departing customers to use Rt.9/Rt27 Intersection. Already one of Natick's most congested intersections or use the Weathersfield neighborhood as a cut through to get back to Oak St.



# Map Overview



# Natick Community Involvement



- Maximize tax revenues by opening quickly with available product
- Hire local Natick residents – mirrors hiring practices in Somerville and Cambridge locations
- Form a CAB of Natick residents – boards already implemented for our Somerville and Cambridge locations
- Partner with local health officials to volunteer and fund educational sessions and materials
- Support local causes with donations up to \$100K a year as well as volunteer work – as we grow our support will too
- Potential Year one identified organizations:
  - Town of Natick Veterans Services
  - The Friends of Natick Trails (FoNT)
  - Natick Center for the Arts (TCAN)





# Summary



- Rev Clinics is the only respondent that is vertically integrated; fully operational and experienced in Massachusetts
- Rev is one of the first medical operators in the Commonwealth and has evolved with every stage of the industry.
- Rev goes above and beyond in our host communities by donating, volunteering and building community advisory boards.
- Rev is setting an example for other operators to invest in community engagement, industry training for those disproportionately impacted by the war on drugs, and providing mentorship to economic empowerment and social equity operators.

# Summary



- The Select Board is choosing the Operator. The selection of the operator is critical to the success of this new industry in Natick.
- The locations are far from finalized and still subject to other local approvals including a Special Permit.
- We are a market leader in Massachusetts and have a demonstrated track record that residents can rely on as the town navigates this nascent industry.
- Rev Clinics has successfully navigated the Massachusetts regulatory framework including the successful operation of one of the largest cultivation and product manufacturing facilities in the state along with our three dispensaries in Cambridge and Somerville.
- Rev Clinics has successfully executed the commitments we made to our partner communities, their residents, and the local organizations we have supported.



# Summary

- The commitments that we make to the Town of Natick and its residents are not prospective but rather reflect the hard work and success we have achieved in the communities where we operate.
- Rev Clinics has demonstrated expertise in all facets of Massachusetts based cannabis operations. While other applicants have pieced together teams from other companies and relied on agreements or contracts with these companies to fulfill their expertise and product supply shortcomings. Rev Clinics brings a fully operational and integrated cannabis company capable of supplying our retail operation in Natick, today!



# Conclusion

- Revolutionary Clinics is excited to bring its commitment, experience and expertise to Natick. We look forward to continuing to work with the Select Board on a Host Community Agreement (HCA) and the chance to build a first-class adult-use marijuana retail location in the Town of Natick.





# Questions









