

Exhibit N

# MEMORANDUM

DATE: June 12, 2023

TO: Interested Parties

FROM: Lauren Carpenter  
Chief Executive Officer, Embarc

RE: Summary of Embarc's District 2 Community Meeting

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## INTRODUCTION

Embarc seeks to operate a cannabis dispensary within a retail shopping center at 7363 North Blackstone. In a good faith effort, Embarc has engaged in outreach to hundreds of residents, businesses and stakeholders to detail its proposed operations. This includes a community meeting held on June 7, a summary of which follows.

## PUBLIC MEETING

Embarc issued public notices to all addresses within 1,000 feet of its proposed location, which is double the City's noticing requirement. Notices were also posted in English and Spanish in the window of the proposed location. Embarc representatives engaged in neighborhood canvassing in the week leading up to the meeting to discuss proposed operations and the upcoming meeting. As a result of these efforts, Embarc received more than 100 letters of support from nearby businesses and residents.

The meeting occurred on June 7th from 7 pm to nearly 9 pm at the Hyatt Place located at 7333 N Fresno Street, approximately 0.7 miles from the proposed location. Meeting attendees were provided food and refreshments from a local restaurant.

The meeting started promptly at 7 pm and was facilitated by Embarc's Chief Executive Officer. The presentation took approximately one hour given a number of audience questions and was followed by nearly an hour of public comment.

Embarc leadership made every effort to listen carefully, respond thoughtfully, and engage transparently. Embarc leadership (Lauren Carpenter, Dustin Moore and Devon Wardlow) remained for nearly an hour after the meeting's conclusion to continue to be responsive to community members who remained. Embarc's CEO provided her cell phone number and email to facilitate ongoing direct engagement. Leadership also offered to meet with any person individually, or with the Pinedale community at large, to continue to engage in dialogue.

## **PUBLIC COMMENT**

More than 50 people attended the community meeting, most of whom participated and engaged directly with Embarc leadership. Below is a summary of all comments received.

Of note:

38 community members expressed support for the project via comment cards and/or public comment, citing excitement regarding increased security in the area, a desire to see access to legal cannabis, appreciation for investment near the Pinedale community, and interest in the local jobs and benefits associated with this project. Notably, attendees and speakers included Pinedale residents, local neighborhood association members, and Blackstone business owners, among others.

The enhanced security that Embarc will provide in addressing loitering and vagrancy was cited as an important benefit to neighboring businesses, patrons and residents. Many participants expressed appreciation for Embarc's community engagement by highlighting the direct engagement conducted to neighboring residents and businesses by Embarc's leadership team. Finally, a few supporters including a disabled veteran expressed excitement about the location to facilitate ease of access to medicinal cannabis.

Given the disproportionate amount of support to opposition, Embarc indicated that supporters may want to simply say "I support" in lieu of public comment to allow more time for those with concerns to be heard timely.

7 attendees expressed opposition to the project via comment cards and/or public comment, with two to three additional attendees appearing to share that sentiment. Concerns largely related to the location, including that it would increase vagrancy, encourage youth drug use, and harm the area. One opponent cited opposition given Embarc's historical support for the LGBTQIA+ community and another was concerned about the presence of armed security guards, which is a requirement of the City of Fresno. The Pinedale Elementary Principal attended the meeting to express concerns about impacts on youth and frustration at the lack of input from Clovis Unified to her directly.

## **NEXT STEPS**

Embarc's leadership team is engaged in direct follow up to every meeting participant who provided contact information. Embarc is incredibly enthused at the broad base of community support it received during this outreach and can confirm that more than 95% of those we have engaged with are supportive of this project. While some are supportive of cannabis, nearly all of the nearby residents and businesses understand the opportunity for a collaborative and beneficial relationship with the business and are enthused at the prospect of this investment.

# Community Meeting

June 7, 2023

# Purpose

Embarc has been selected to operate in District 2 within the City of Fresno, and is proposing to operate its cannabis retail business in a retail shopping center on Blackstone.

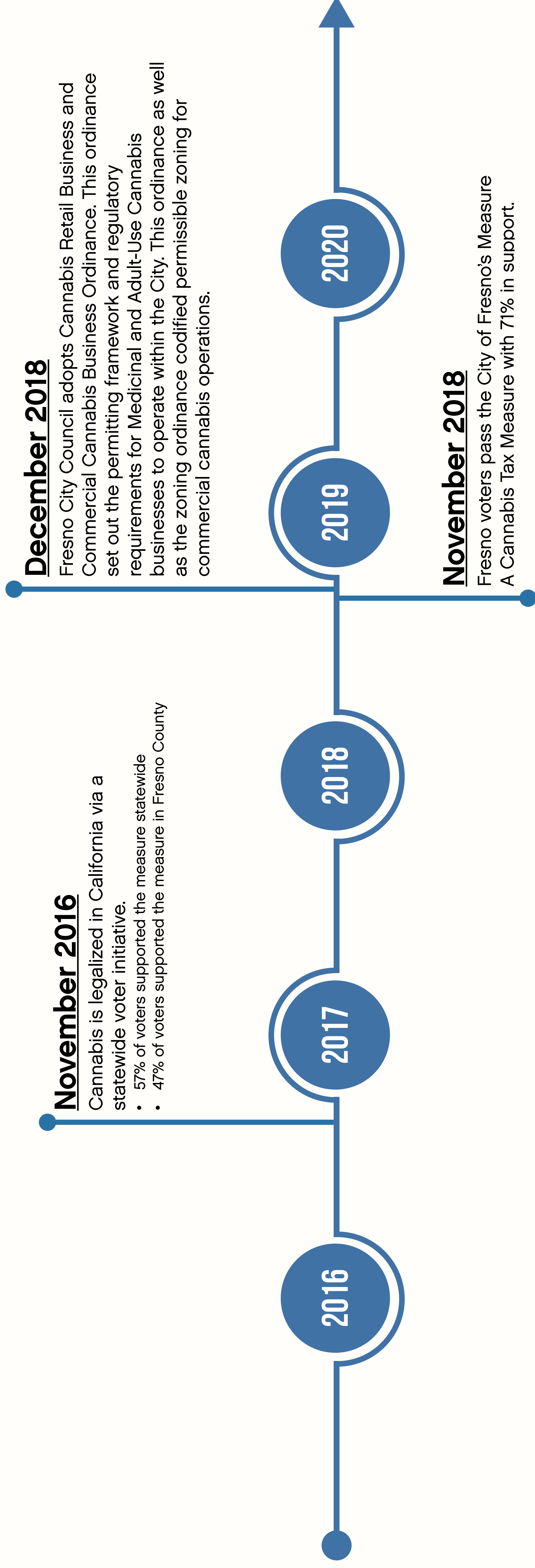
The purpose of today's meeting is to:

1. Provide information on our proposed location
2. Detail the outreach, engagement, and benefits associated with our operations
3. Solicit community feedback to inform our efforts
4. Obtain contact information for those with concerns to ensure responsiveness

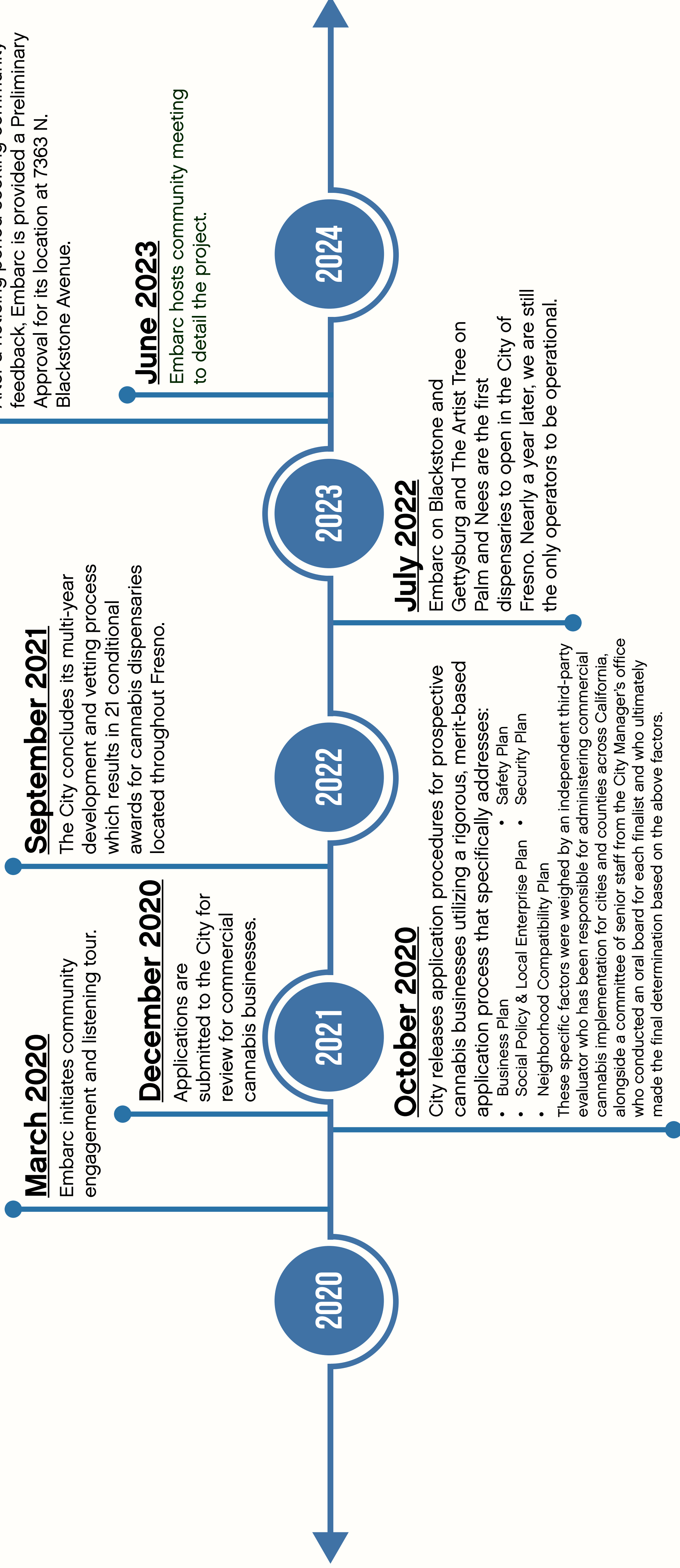
# Agenda

- Process
- Overview
- Meet Embarc
- Location Overview
- Neighborhood Compatibility
- Integrating Community Feedback
- Community Impact Through Partnership
- Ongoing Outreach & Support

# Process Overview

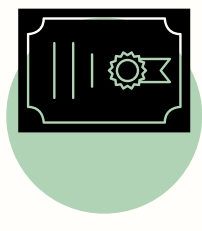


# Process Overview





# Meet Embarc



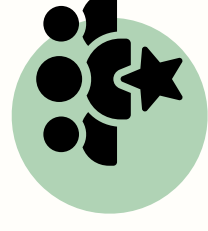
## Local and state licensed cannabis retailer

- California Department of Cannabis Control
- Local regulatory permit(s) from municipal government with annual review and renewal
- Ongoing engagement with local Police Department



## Currently operate in 8 California communities—including Fresno

- Meaningful employer—on track for 400 employees by year end
- Generate millions of dollars in annual tax payments
- Donate hundreds of thousands of dollars in annual voluntary community benefits

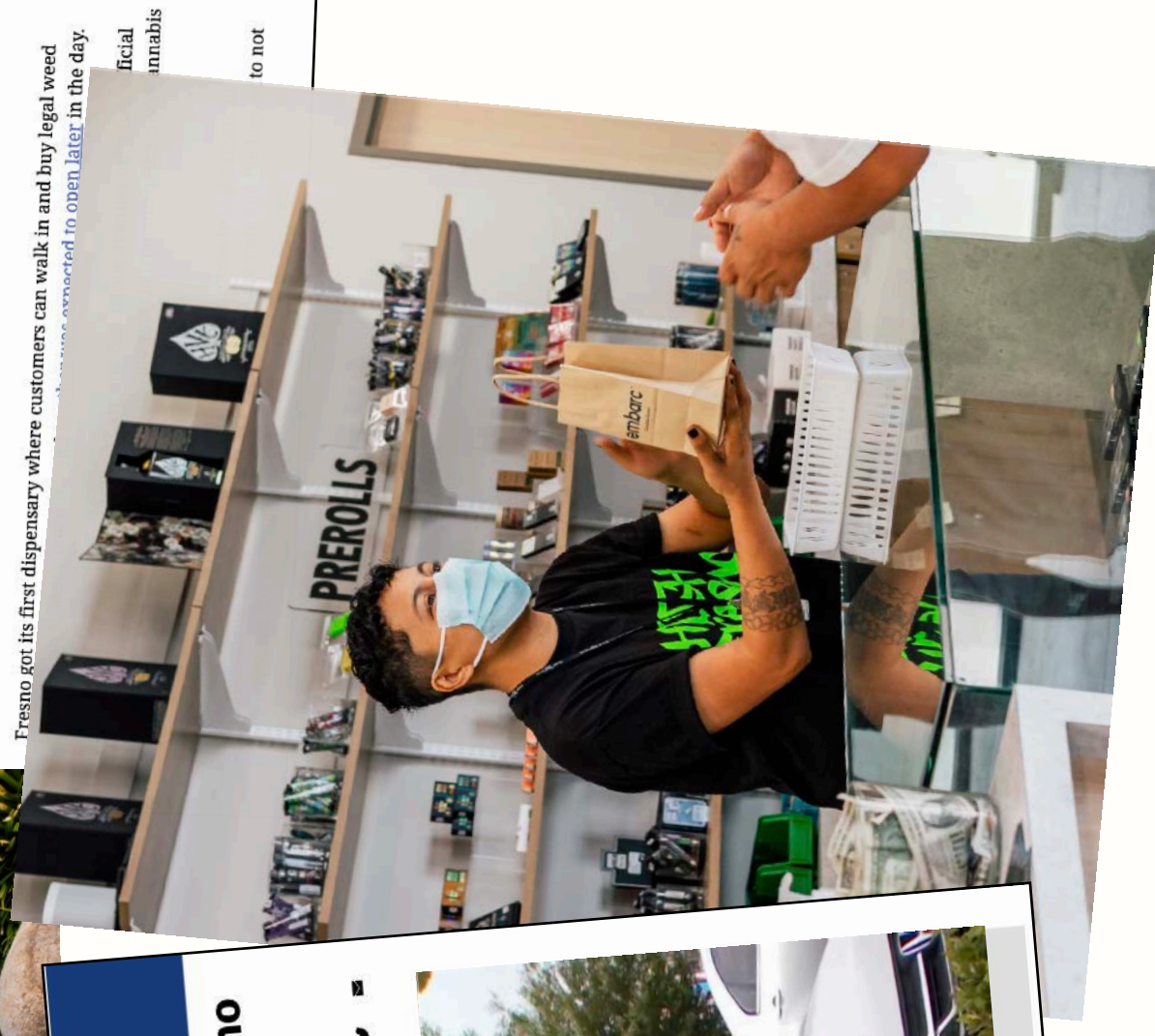
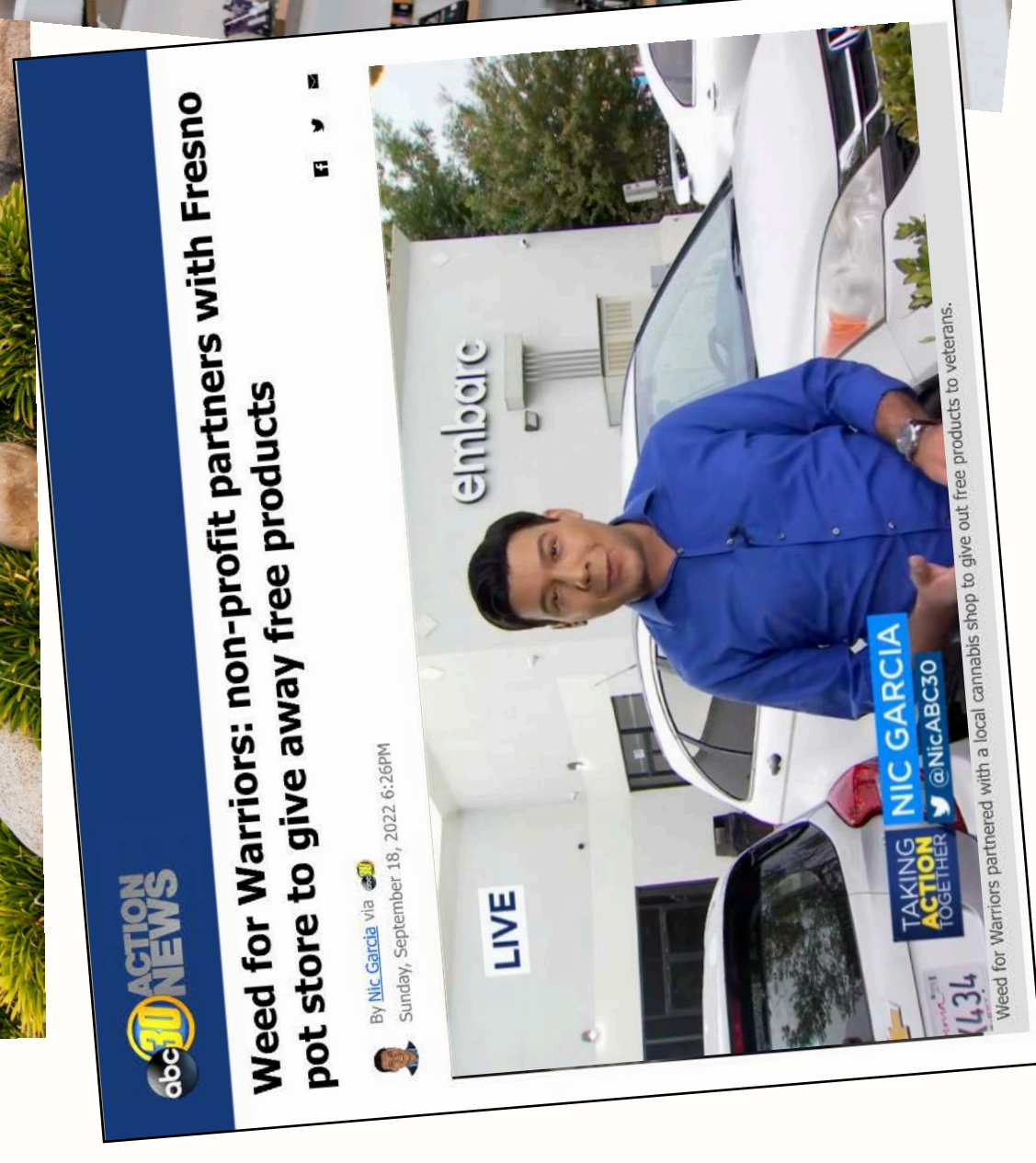
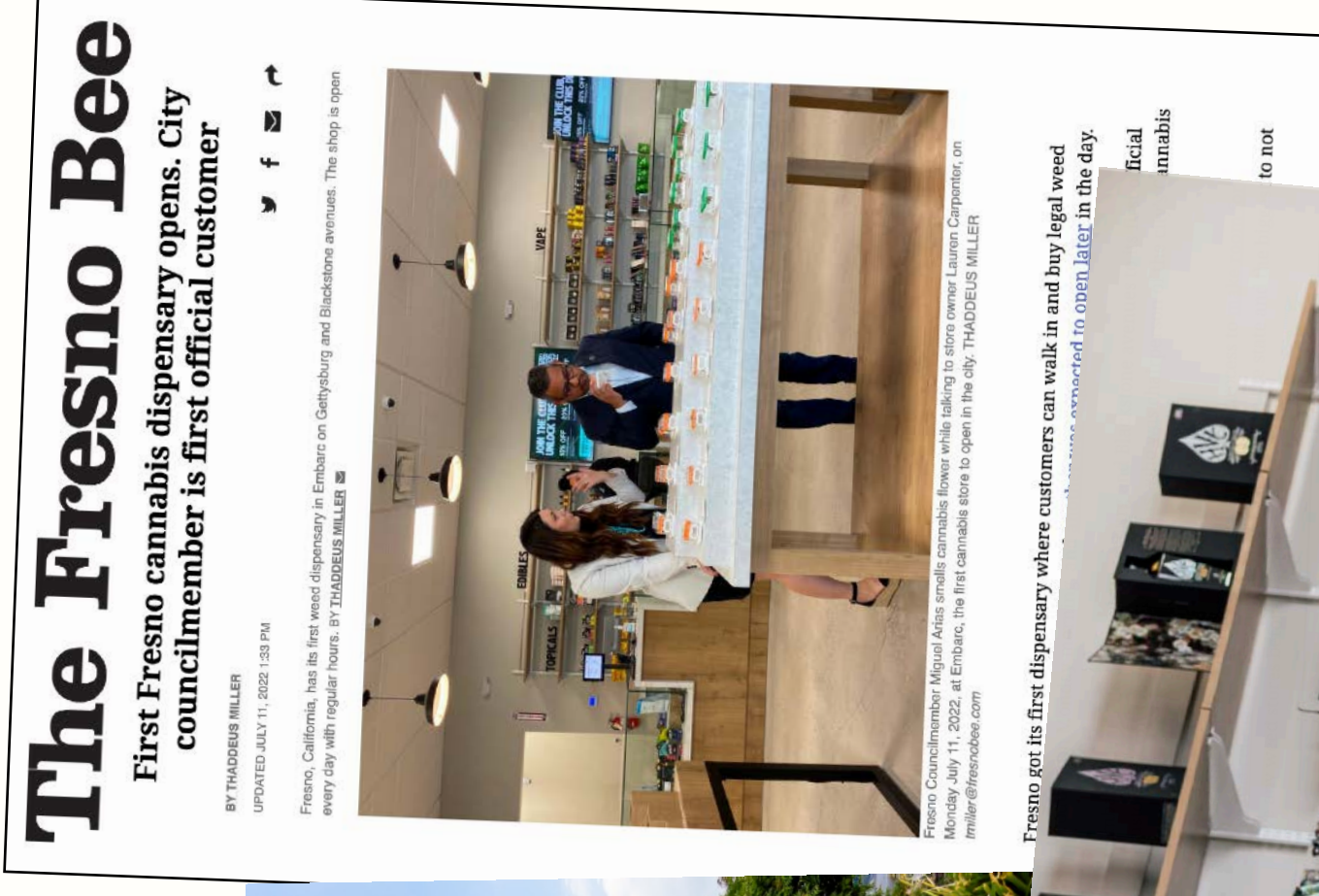


## Leaders within the industry and beyond

- Team brings more than a decade of cannabis regulatory and policy experience
- Retail team led by former CEO of the Gap
- Security overseen by former law enforcement officer with significant cannabis security expertise

# A Proven Operator

- Selected via a competitive, merit-based process that vetted potential operators
- One of two existing operators in the City of Fresno, despite 21 total permits awarded
- Trusted employer with a unionized workforce through partnership with the United Food and Commercials Workers Union



# Location Overview:

## 7363 N. Blackstone

- Rehabilitation of a vacant and highly visible storefront into a thriving retail store
- Location vetted by Head of Security
- Functional floor plan and layout designed to complement existing full-service retail model with a quick-service retail model focused on BOPIS and delivery
- Retail complex with complementary businesses within a broader commercial corridor



# Why This Location?

## Appropriately & Compliantly Zoned

- 7363 N. Blackstone is a fully compliant location per the City's ordinance and code.
- Per the regulations, all buildings in which a cannabis retail business is located shall be no closer than eight hundred (800) feet from any property boundary containing a sensitive use.
- **The nearest sensitive use is over 1,000 feet away—in excess of state and local regulations and outside of the buffer zone.**

# Why This Location?

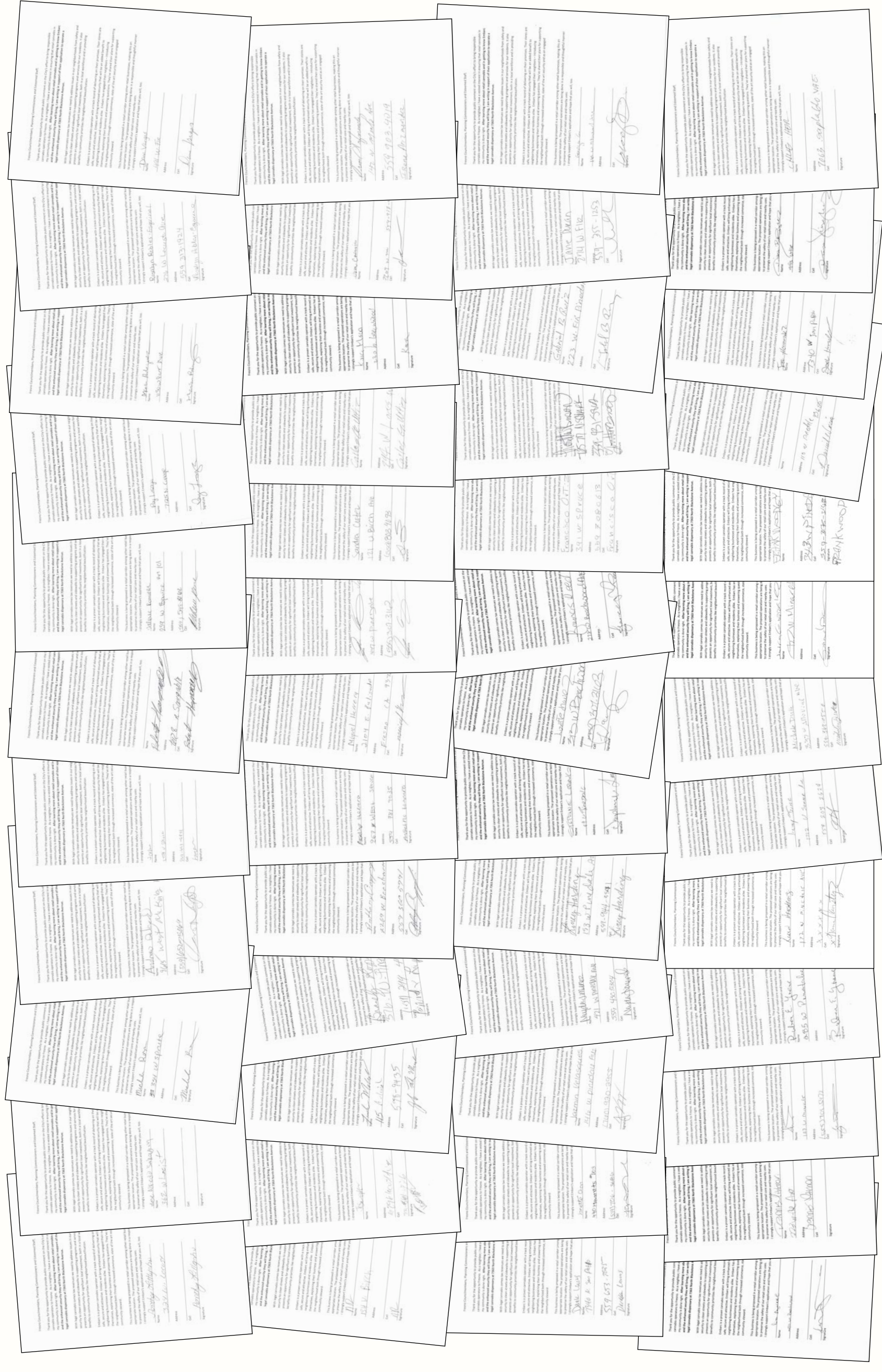
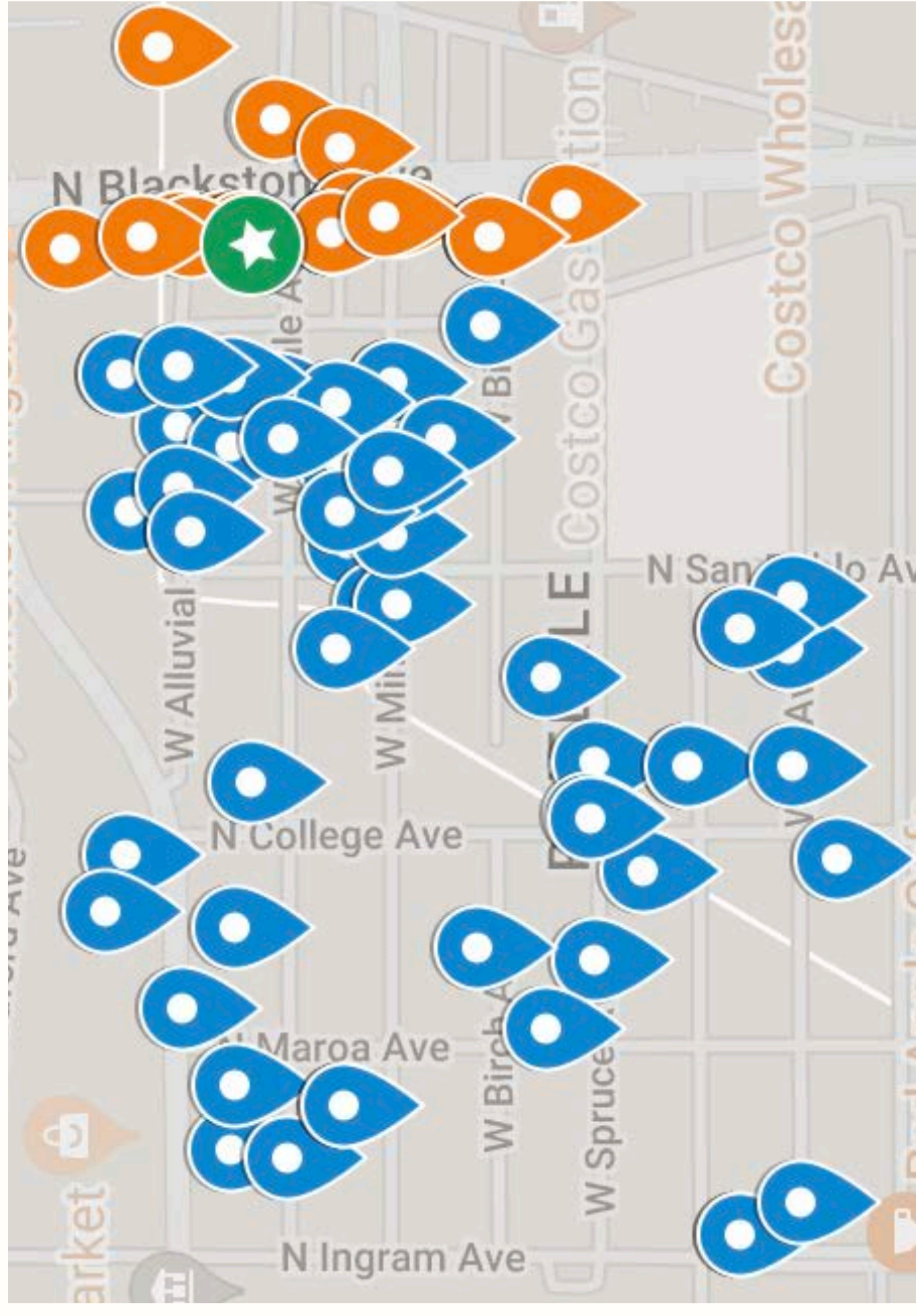
## Parking & Access

- Trip generation study was commissioned to assess impacts of proposed operations within this broader retail corridor
- Study by outside consultant / independent expert found no material impact relative to previous uses
- Shopping center has appropriate ingress / egress to support retail use



# Why This Location?

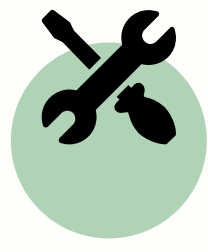
## Supported by the Neighborhood



# Neighborhood Compatibility



- Adds 24/7 security and surveillance measures to the area
- Onsite patrolling security guards and offsite direct feed live monitoring
- Will include the installation of nearly 50 security cameras
- Security addresses vagrancy, loitering and other issues



- Repairs and improvements to both interior and exterior of the center
- Addition of lighting, landscaping and more to beautify the center



- Includes a voluntary Good Neighbor Policy as a condition of approval to address a variety of considerations
- Voluntary street team for regular beautification
- Opportunity for partnership with surrounding businesses

# Integrating Community Feedback

In every community where we operate, Embarc creates a local Community Advisory Board to empower residents with a seat at the table in ensuring responsible operations.

The primary goals of the Community Advisory Board are to work collaboratively with Embarc leadership to implement and continue to refine our community benefits plan and to ensure safe, transparent, and community-oriented operations. Duties of the Board will include:

- Oversight and accountability for Embarc operations via quarterly meetings
- Development and implementation of our community benefit plan
- Allocation of all community funding
- Ensuring appropriate and thoughtful community education

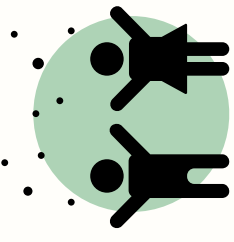
Embarc will maintain a seat on the Board for a neighborhood representative and for business(es) in the shopping center to deepen our hyper-local feedback loop.



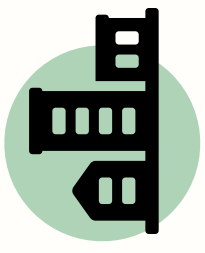
# Community Impact Through Partnership



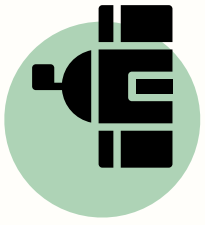
Food Insecurity



Youth Development



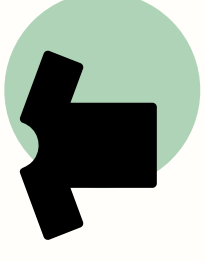
Housing Insecurity



Supporting City Initiatives



Event Sponsorship



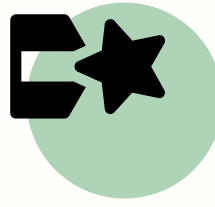
Clothing Insecurity



LGBTQIA+ Activism



Youth Mental Health



Veteran Support



Neighborhood Beautification



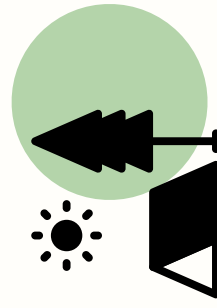
Development of Community Resources



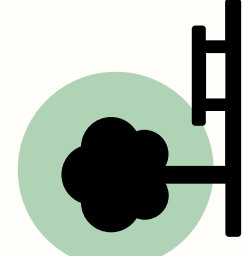
Emergency Shelter Support



Scholarships



Youth Sports & Summer Camps



Creating Safe Spaces



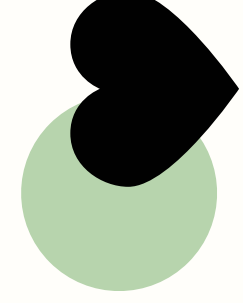
Environmental Stewardship



New Buildings & Centers



Grad Nights



Compassionate Use Program



Youth Drug Education & Prevention

# Ongoing Community Outreach & Support

- Embarc initiated outreach throughout the Fresno community beginning in 2020 and has continued this engagement in the years since
- This has included more than 200 conversations with community members representing diverse perspectives, ranging from residents and businesses to non-profit and business organizations and neighborhood leaders
- Embarc continues to engage in appropriate education in print, radio, digital, on social, and through our existing local operation
- Embarc has engaged in one-on-one conversations with more than 100 community members specific to this project to review the business, answer questions and earn support

# Feedback to Date

- Need for increased security to address vagrancy, loitering, and associated challenges
- Why District 2
- Proximity to Pinedale
- Concerns about cannabis
- Safe access to legal cannabis for medicinal and adult use Increased commerce and beautification to an underutilized retail center within a broader retail core
- Meaningful investment into tangible benefits—with an accountable and transparent community feedback loop

# Conclusion

- Embarc has already been selected by the City of Fresno to operate in District 2
- Appropriate location in a shopping center within a commercial core outside of the buffer zone for sensitive uses
- Will bring meaningful benefits to our commercial neighbors
- Built community feedback loop into our model to mitigate perceived impacts and to address real time feedback

# Always Accessible

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