



CITY OF SAN PABLO
City of New Directions

PLANNING DIVISION
1000 Gateway Avenue
San Pablo, CA 94806
Tel: (510) 215-3030
Fax: (510) 215-3014

Permit No: _____
Application Fee: _____
Application Date: _____
Hearing Date: _____

PLANNING APPLICATION FORM

<input type="checkbox"/> ADU/SB9	<input type="checkbox"/> Subdivision/Parcel Map
<input type="checkbox"/> Design Review (Minor/Major)	<input type="checkbox"/> Temporary Use Permit
<input type="checkbox"/> General Plan/Specific Plan Amendment	<input type="checkbox"/> Use Permit (Conditional/Administrative)
<input type="checkbox"/> Home Occupation Permit	<input type="checkbox"/> Variance/Minor Adjustment
<input type="checkbox"/> Lot Line Adjustment/Parcel Map	<input type="checkbox"/> Zoning Amendment (map/text)
<input type="checkbox"/> Sign Review	<input checked="" type="checkbox"/> Not sure/Other: <u>Operating Permit</u>

PROPERTY INFORMATION

Street Address: 14501 San Pablo Ave
Assessor's Parcel No(s): 413-352-017 Zoning: _____
Present Use of Property: Vacant retail - prior 7-11 convenience store
Lot Size: 0.53 Acres General Plan Designation: mixed use center - north
Reason for filling this application: _____
Licensed Retail Cannabis Dispensary Interior TI Project

APPLICANT INFORMATION

Applicant/Authorized Agent: Dustin Moore
Mailing Address: 440 N. Barranca Avenue, Suite 8433, Covina, CA 91723
Daytime Telephone: 831-917-2533
Email Address: licensing@goembarc.com

Property Owner (s): San Pablo Economic Development Corporation, Inc.
Mailing Address: 1000 Gateway Avenue
Daytime Telephone: 510-215-3200
Email Address: leslayc@sanpabloedc.org

I HEREBY CERTIFY THE TRUTH OF THIS APPLICATION AND ACKNOWLEDGE THAT ANY INACCURACIES IN IT SHALL, AT THE CITY'S OPTION, RESULT IN AUTOMATIC INVALIDATION OF THE ACTION BASED THEREON AND THAT FINAL APPROVAL IS DEPENDENT UPON COMPLIANCE WITH CITY REQUIREMENTS.

Dustin Moore 09/17/2025
Signature of Applicant Date
[Signature] 09/12/2025
Signature of Property Owner Date

State of California, Department of Cannabis Control

Landowner Approval Consent Form

This form can be used to demonstrate that the owner of the property where cannabis activity will occur consents to such activity. This form is optional. Read the requirements for landowner approval in section 15007 of the Department of Cannabis Control regulations.

Landowner or Landowner Agent Information

Name: San Pablo Economic Development Corporation, Inc Title: Landowner Agent Other

Business Name (if applicable): San Pablo EDC

Phone Number 510-215-3200

Mailing Address: 1000 Gateway Avenue

City: San Pablo

State: CA ZIP Code: 94806

Premises Information

Physical Address: 14501 San Pablo Ave

City: San Pablo

State: CA ZIP Code: 94806

Applicant (Commercial Cannabis Business Name): San Pablo Responsible & Compliant Retail LLC

License Type Applying For: Retail Storefront & Delivery

Copy of the rental agreement attached.

Declaration and Signature

I hereby certify that I am the landowner or the landowner's agent of the real property, referenced above, where the premises is located, and authorized to complete this form. The above-mentioned applicant has the legal right to occupy the property and may conduct the commercial cannabis activity allowed by the license type applied for on the property.

Signature:

Date:



Project: Embarc San Pablo

Property Address: 14501 San Pablo Ave, San Pablo, CA 94806

APN: 413-352-017-3

Zoning: Commercial Zone - Mixed Use Center North

Legal Description of Property: PCL MAP 42 PG 4 POR PCL B & TR ADJ

Date Constructed: 1983

Property Owner: San Pablo Economic Development Corporation

Property Owner Address: 1000 Gateway Ave, San Pablo, CA 94806



September 18, 2025

To: City of San Pablo
Community Development Department
13831 San Pablo Ave
San Pablo, CA 94806

RE: Letter of Explanation – Conditional Use Permit Application for San Pablo Responsible and Compliant Retail LLC (dba Embarc San Pablo)

To Whom It May Concern,

On behalf of San Pablo Responsible and Compliant Retail LLC, we are pleased to submit this Letter of Explanation in support of our Conditional Use Permit (CUP) application for a cannabis retail storefront located at 14501 San Pablo Avenue, San Pablo, CA 94806 (APN: 413-352-017-3), within the Commercial Zone – Mixed Use Center North.

We are honored to have been selected as one of the top three applicants in the City of San Pablo's competitive Request for Qualifications process.

Our proposed storefront will be located at 14501 San Pablo Avenue within the Mission Plaza. The site was formerly home to a 7-Eleven, and complies with all buffer zone and zoning requirements as set forth in the City's cannabis ordinance.

Tenant improvements will be undertaken to transform the site into a secure, welcoming, and high-quality retail environment reflective of the neighborhood. Our design emphasizes safety, accessibility, and a modern aesthetic aligned with Embarc's retail brand.

We are proud to bring this project to life in San Pablo and look forward to working with the City to ensure it becomes a model for community-driven, responsible cannabis retail.

Please do not hesitate to reach out if additional information or clarification is required.

Sincerely,

San Pablo Responsible and Compliant Retail LLC
Embarc San Pablo

FINISH SCHEDULE

NOTE: INTERIOR FINISH MATERIALS APPLIED TO WALL AND CEILINGS SHALL BE TESTED AS SPECIFIED IN SECTION 803.1.1., CLASS A

OFFICE, IT, RECEPTION, & AREAS NOT INDICATED BELOW:

1. GWB WALLS TO BE PRIMED AND PAINTED SEE PAINT SCHEDULE, THIS NOTE
2. EXISTING CEILING GRID TO REMAIN, REPLACE MISSING OR DAMAGED CEILING TILES
3. 4" BLACK RUBBER BASE
4. OPTION 1: PROVIDE OPTION AT VENDOR ENTRANCE, PROCESSING, & CORRIDORS TO POLISH (E) CONCRETE FLOORING
5. OPTION 2: PROVIDE OPTION AT OFFICE FOR LOW MAINTENANCE COMMERCIAL CARPET TILE BY ARMSTRONG FLOORING, OR EQUAL

SECURE STORAGE ROOM:

1. GWB WALLS TO BE PRIMED AND PAINTED TO BE PRIMED AND PAINTED SEE PAINT SCHEDULE, THIS NOTE
2. EXISTING CEILING GRID TO REMAIN, REPLACE MISSING OR DAMAGED CEILING TILES
3. 4" BLACK RUBBER BASE

BREAK ROOM:

1. GWB WALLS TO BE PRIMED AND PAINTED TO BE PRIMED AND PAINTED SEE PAINT SCHEDULE, THIS NOTE
2. EXISTING CEILING GRID TO REMAIN, REPLACE MISSING OR DAMAGED CEILING TILES
3. 4" BLACK RUBBER BASE
4. OPTION 1: PROVIDE OPTION TO POLISH (E) CONCRETE FLOORING

RETAIL AREA, LOBBY, AND INTAKE:

1. PROVIDE LEVEL 4 FINISH AT ALL NEW SALES FLOOR WALLS, PATCH AND PAINT (E) WALLS WHERE REQUIRED
2. GWB WALLS TO BE PRIMED AND PAINTED TO BE PRIMED AND PAINTED SEE PAINT SCHEDULE, THIS NOTE
3. COORDINATE WITH OWNER ON THE USE OF WALL DECALS/ MURALS/ WALLPAPER - WHERE REQUIRED, PROVIDE SUITABLE SUBSTRATE FOR MOUNTING
4. EXISTING CEILING GRID TO REMAIN, REPLACE MISSING OR DAMAGED CEILING TILES, PRIME & PAINT FULL CEILING (GRID AND TILES) TO BE PRIMED AND PAINTED SEE PAINT SCHEDULE, THIS NOTE
5. 4" BLACK VINYL COVE BASE
6. OPTION 1: PROVIDE OPTION TO POLISH (E) CONCRETE FLOORING

RESTROOM / JANITOR:

1. WALLS TO BE PRIMED AND PAINTED TO BE PRIMED AND PAINTED SEE PAINT SCHEDULE, THIS NOTE, PROVIDE SMOOTH FINISH FRP TO 48" AFF ON WALLS, COLOR AS SELECTED BY OWNER
2. EXISTING RESILIENT FLOOR AND COVE BASE TO REMAIN

GENERAL:

1. PRIME & PAINT ALL SIDES OF EXPOSED WOOD FINISHES
2. UNLESS OTHERWISE NOTED, PROVIDE 4" BLACK VINYL COVE BASE AT ALL WALLS TO RECEIVE GWB FINISH
3. ALL HM DOOR TRIM TO BE PAINTED BLACK SEMI-GLOSS
4. PROVIDE SCHLUTER SCHIENE TRANSITION STRIPS, 304 STAINLESS STEEL FINISH, AT ALL SAME-HEIGHT MATERIAL TRANSITIONS AND TERMINATIONS, PROVIDE SLOPED TRANSITIONS, 304 STAINLESS STEEL FINISH, WHERE CHANGE IN LEVEL IS REQUIRED (REFER TO SHEET T02 FOR THRESHOLD & CHANGE IN LEVEL REQUIREMENTS).

PAINT SCHEDULE:

1. DOORS AND FRAMES: CHANTILLY LACE DOORS, EBONY KING FRAMES
2. ALL INTERIOR WALLS: BENJAMIN MOORE CHANTILLY LACE OC-65 EGGSHELL
3. RESTROOM / JANITOR: BENJAMIN MOORE CHANTILLY LACE OC-65 SEMI GLOSS
4. EXTERIOR TRIM: BENJAMIN MOORE EBONY KING
5. EXTERIOR BUILDING: BENJAMIN MOORE ICE MIST

NOTES:

1. SALES AREA COUNTERS TO BE A DEFERRED SUBMITTAL BY OWNER/CONTRACTOR
2. SALES AREA COUNTERS (SERVICE COUNTERS) SHALL COMPLY WITH CBC 11B-904 AND SHALL BE LOCATED ADJACENT A WALKING SURFACE COMPLYING WITH 11B-403
3. SALES AREA COUNTERS SHALL BE PROVIDED WITH AN ACCESSIBLE COUNTER WITH A 30"x48" CLEAR FLOOR AREA ARRANGED FOR PARALLEL APPROACH PER CBC 11B-305.5(B)
4. MAXIMUM HEIGHT OF THE ACCESSIBLE COUNTER IS 34" AFF
5. THE ACCESSIBLE COUNTER SHALL EXTEND THE FULL DEPTH OF THE SERVICE COUNTER AND SHALL BE A MINIMUM LENGTH OF 36" WITH 30"x48" CLEAR FLOOR AREA PER CBC 11B-305.5(B)
6. THE MEANS OF EGRESS SERVING A ROOM OR SPACE, SHALL BE ILLUMINATED AT ALL TIMES THAT THE ROOM OR SPACE SERVED BY THE MEANS OF EGRESS IS OCCUPIED. THIS APPLIES TO LIGHTING OTHER THAN THE EXIT SIGNS. 2022 CFC, SECTION 1008.2
7. PROVIDE EMERGENCY LIGHTING ON EXTERIOR LANDINGS AS REQUIRED BY 2022 CFC, SECTION 1010.1.6 FOR EXIT DOORWAYS THAT LEAD DIRECTLY TO THE EXIT DISCHARGE. 2022 CFC, SECTION 1008.3.2
8. PROVIDE ILLUMINATED EMERGENCY POWER PER CFC, SECTION 1008.3.2
9. A SMOKE DETECTOR SHALL BE PROVIDED IN THE MAIN SUPPLY AIR DUCT OF EACH HVAC UNIT TO SHUT OFF THE POWER SOURCE OF THE UNIT UPON THE DETECTION OF SMOKE WHEN THE TOTAL CFM IN EXCESS OF 2000. 2022 CMC 608, 608.1.

CANNABIS BUSINESS ACTIVITY NOTE:

1. NO CANNABIS CULTIVATION WILL BE CONDUCTED
2. ALL CANNABIS ACTIVITY LIMITED TO COMMERCIAL BUSINESS
3. ALL CANNABIS ACTIVITY WILL BE CONDUCTED WITHIN BUILDING INTERIOR
4. NO CANNABIS OR CANNABIS PRODUCTS OR GRAPHICS DEPICTING CANNABIS OR CANNABIS PRODUCTS SHALL BE VISIBLE FROM THE EXTERIOR OF ANY PROPERTY ISSUED A COMMERCIAL CANNABIS BUSINESS PERMIT, OR ON ANY OF THE VEHICLES OWNED OR USED AS PART OF THE CANNABIS RETAIL BUSINESS. NO OUTDOOR STORAGE OF CANNABIS OR CANNABIS PRODUCTS IS PERMITTED AT ANY TIME.

FIRE EXTINGUISHER NOTE:

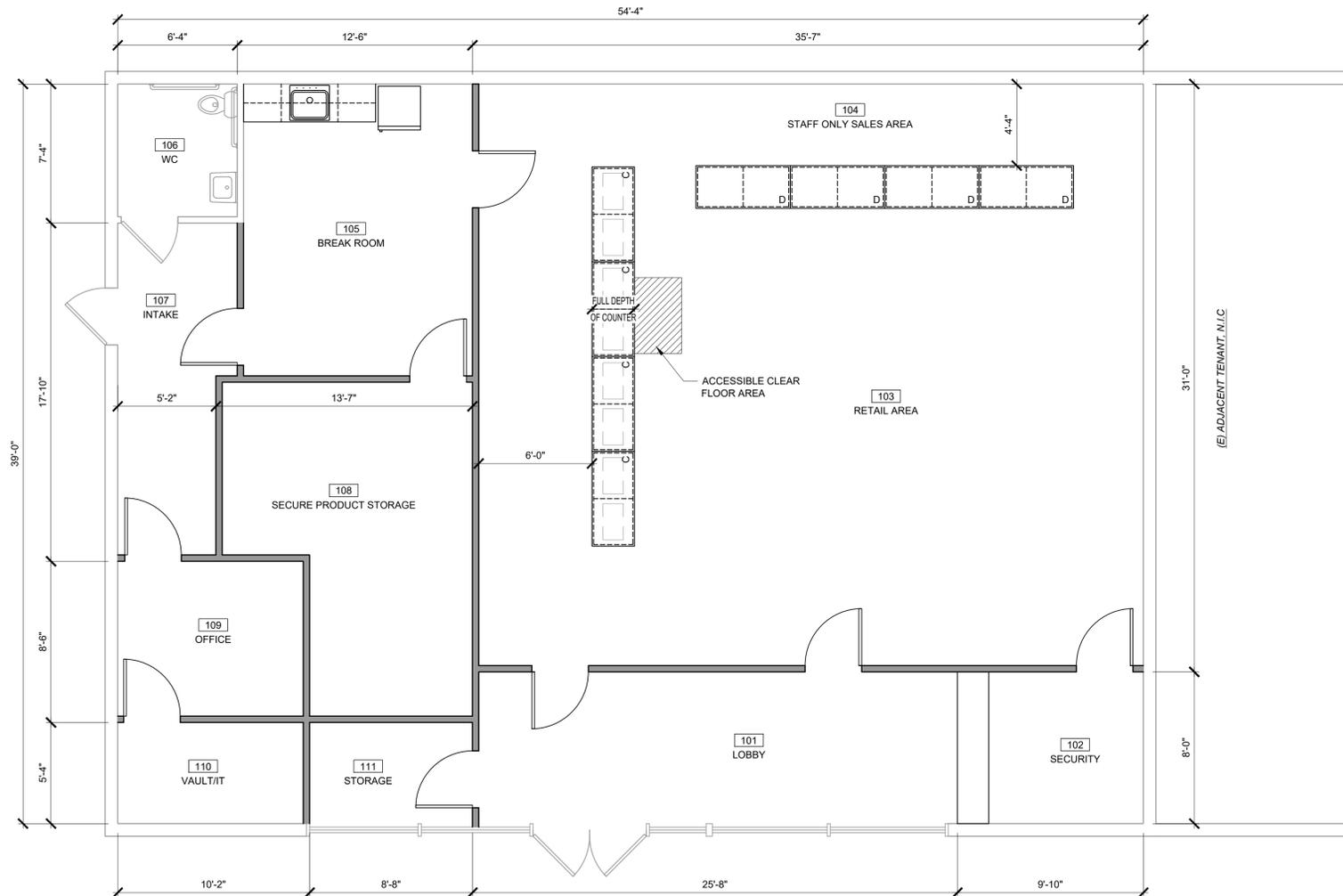
CONTRACTOR SHALL PROVIDE & LOCATE FIRE EXTINGUISHERS PER EXIT PLAN, SHEET LS-101.

EGRESS DOOR NOTE:

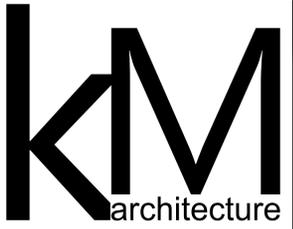
REFER TO NOTES 6-8 ON THIS SHEET FOR EGRESS DOOR REQUIREMENTS.

LEGEND

- (E) WALL
- (N) WALL



1 FLOOR PLAN
1/4"=1'-0"



KM Architecture, Inc.
A Full Service Architectural Practice

3420 COACH LANE
SUITE 9
CAMERON PARK, CA 95682
(530) 344-4073



EMBARC SAN PABLO

14501 SAN PABLO AVE
SAN PABLO, CA 94806

CONDITIONAL USE
PERMIT

APN:
413-352-017

Drawn By
A. ICMAT
Project Architect
KIRK MILLER
Scale
AS NOTED
Date
09/11/2025
Project Number
20112.33

This drawing is not final, or to be used for construction until the Architect's Engineer's seal and signature appear above.

SHEET TITLE

FLOOR PLAN

MARK	DESCRIPTION	DATE
CUP SUBMISSION		09/11/2025

SHEET NO.

A-101

ALL DRAWINGS AND WRITTEN MATERIAL APPEARING HEREIN CONSTITUTE ORIGINAL AND UNPUBLISHED WORK OF KM ARCHITECTURE, INC. AND MAY NOT BE DUPLICATED WITHOUT WRITTEN CONSENT OF KM ARCHITECTURE, INC.



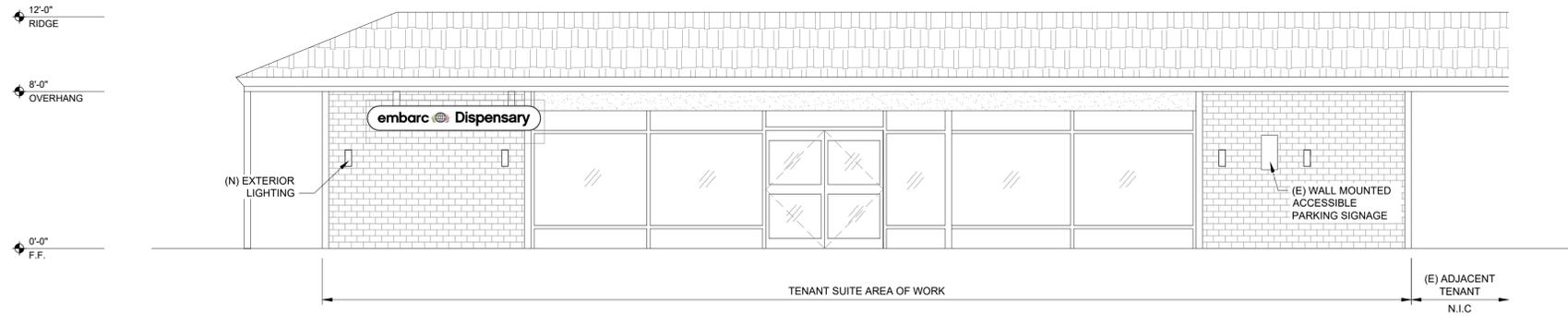
1 PROPOSED MONUMENT SIGNAGE
N.T.S.



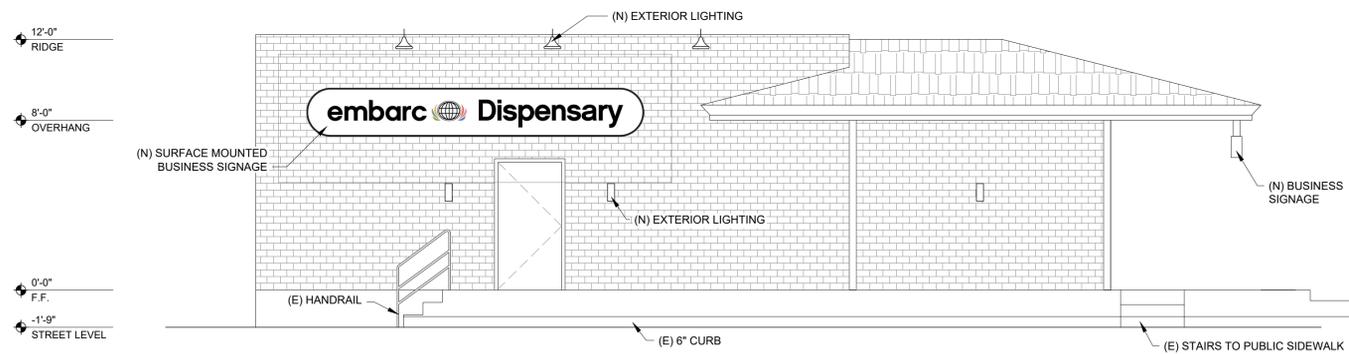
2 PROPOSED SOUTHEAST ELEVATION SIGNAGE
N.T.S.



3 PROPOSED SOUTHWEST ELEVATION SIGNAGE
N.T.S.



4 SOUTHEAST ELEVATION
1/4" = 1'-0"



5 SOUTHWEST ELEVATION
1/4" = 1'-0"



KM Architecture, Inc.
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3420 COACH LANE
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(530) 344-4073



EMBARC SAN PABLO

14501 SAN PABLO AVE
SAN PABLO, CA 94806

CONDITIONAL USE PERMIT

APN:
413-352-017

Drawn By
A. ICMAT
Project Architect
KIRK MILLER
Scale
AS NOTED
Date
09/11/2025
Project Number
20112.33

This drawing is not final, or to be used for construction until the Architect's seal and signature appear above.

SHEET TITLE

EXTERIOR ELEVATIONS

MARK	DESCRIPTION	DATE
	CUP SUBMISSION	09/11/2025

SHEET NO.

A-201

ALL DRAWINGS AND WRITTEN MATERIAL APPEARING HEREIN CONSTITUTE ORIGINAL AND UNPUBLISHED WORK OF KM ARCHITECTURE, INC. AND MAY NOT BE DUPLICATED WITHOUT WRITTEN CONSENT OF KM ARCHITECTURE, INC.



Project: Embarc San Pablo – 14501 San Pablo Ave, San Pablo, CA 94806

APN: 413-352-017

COLOR AND MATERIALS SHEET

Element	Material	Color / Finish	Manufacturer / Reference		Notes
Exterior Walls	Stucco / Painted CMU	Benjamin Moore Ice Mist (OC-67)	Benjamin Moore		To match existing building façade
Exterior Trim	Painted Metal / Wood Trim	Benjamin Moore Ebony King (2132-20)	Benjamin Moore		Used for storefront frames and trim
Doors & Frames	Hollow Metal, Painted	Benjamin Moore Ebony King (2132-20)	Benjamin Moore		Semi-gloss finish
Roofing	Clay Tile (Existing)	Terra Cotta	Existing		Matches adjacent tenant buildings
Mural	Painted Wall Graphic	Benjamin Moore Ebony King (2132-20) Avocado (2145-10) In the Tropics (CSP-640) Citrus Blast (2018-30) Blazing Orange (2011-20) Strawberry Shortcake (2000-40) Old Glory (811)	Benjamin Moore		Southeast elevation mural logo
Signage	Aluminum Panel w/ Graphics	White background, Black Lettering	Per Signage Detail A-201		Monument, wall, and suspended signage



Project: Embarc San Pablo – 14501 San Pablo Ave, San Pablo, CA 94806
APN: 413-352-017

Bike Rack	Steel Tube, Plastisol Coated	Black	Wabash Valley "BL Loop"		In-ground mount
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Project: Embarc San Pablo – 14501 San Pablo Ave, San Pablo, CA 94806
APN: 413-352-017

SITE PHOTOS





OPERATOR'S PERMIT APPLICATION:

An operator permit shall be required for all cannabis retail businesses operating within the City of San Pablo. The form and content of the application for an operator permit shall be specified by the City and shall include the following minimum information, which will be evaluated as part of the consideration of whether to approve an operator permit:

IDENTIFYING INFORMATION FOR OWNERSHIP & MANAGEMENT.

The name and address of each cannabis business owner and an explanation of the legal form of business ownership.

APPLICANT ENTITY NAME: San Pablo Responsible and Compliant Retail LLC

San Pablo Responsible and Compliant Retail LLC is a California limited liability company (LLC), organized for the purpose of operating a licensed commercial cannabis business within the City of San Pablo.

OWNER INFORMATION:

The members of San Pablo Responsible and Compliant Retail LLC and their respective ownership interests are as follows:



DESCRIPTION OF THE PROPOSED SITE.

The site address, description of the premises, name and address of the property owner(s) where the cannabis business will be located, and a site plan and floor plan(s) of the proposed cannabis retail business.

Property Address: 14501 San Pablo Ave, San Pablo, CA 94806

APN: 413-352-017-3

Zoning: Commercial Zone - Mixed Use Center North

Legal Description of Property: PCL MAP 42 PG 4 POR PCL B & TR ADJ

Date Constructed: 1983

Property Owner: San Pablo Economic Development Corporation

Property Owner Address: 1000 Gateway Ave, San Pablo, CA 94806

San Pablo Responsible and Compliant Retail LLC (Embarc / Embarc Dispensary / Embarc San Pablo) has secured a location for our cannabis retail storefront at 14501 San Pablo Avenue,



which is in the Commercial Zone - Mixed Use Center North and outside of the buffer zones for sensitive uses as set forth in the City of San Pablo's cannabis ordinance. The proposed location is ideally situated within Mission Plaza—the triangular-shaped block located at the junction of San Pablo Avenue, Broadway Avenue, and Rumrill Boulevard—and is commonly recognized by residents as the former site of 7-Eleven.

SQUARE FOOTAGE: The proposed unit, part of a 6,624-square-foot single-story, multi-tenant building on a 23,087 square foot parcel (0.53 acre), boasts approximately 2,120 square feet of space. The size of the unit and its condition will require only cosmetic and operational tenant improvements rather than full construction or the addition of square feet. Embarc has been the first of its cohort of license recipients to open in nearly all the communities where we operate today—a testament to our ability to operationalize quickly and to our understanding that municipal revenue generation is a primary goal of these endeavors. Extensive renovations would create delays in the design, permitting, construction, and operationalization of the business and would be antithetical to our track record of moving quickly upon award.

PARKING: Operational experience has taught us that parking is vital to the success of a high-volume retail store. Mission Plaza's on-site parking configuration boasts approximately 27 parking spaces (25 standard and two ADA-compliant spaces), ensuring ample parking for the retail business and exceeding municipal parking requirements for this use type. Adequate parking ensures that customers have easy access to our establishment, which in turn promotes higher foot traffic and increased sales. Ultimately, this results in greater revenue for the City, further supporting local development and community initiatives.

ACCESSIBILITY: Embarc's proposed location complies with San Pablo Municipal Code and sensitive use restrictions. Further, the property:

- Conforms with the City's general plan, any applicable specific plan, master plan, and design requirements.
- Complies with all applicable zoning and related development standards pursuant to City Code.
- Is constructed (and will be further enhanced) in a manner that minimizes odors to surrounding uses, and promotes quality design and construction, and consistency with the surrounding properties.
- Is adequate in size and shape to accommodate the parking and loading facilities, landscaping, and all items as required for business operations.
- Is served by highways adequate in width and improved as necessary to carry the kind and quantity of traffic such use will generate.
- Is provided with adequate electricity, sewerage, disposal, water, fire protection, and storm drainage facilities for the intended purpose.

Our proposed location is in close proximity to the El Portal Drive Exit (Exit 19A) of Interstate 80, ensuring seamless accessibility for the surrounding community.



This location is ideally situated on a main artery with existing driveways that are sufficient and provide appropriate ingress and egress on the site. Vehicular access is provided by two driveways along San Pablo Avenue and Broadway Avenue (both providing for ingress and for egress). These will be clearly marked and maintained for efficient use.

A pedestrian sidewalk and public right of way abut the property, ensuring the site enjoys ample pedestrian sidewalks, allowing for ease of access. A pedestrian sidewalk borders the eastern and western edges of the parcel along San Pablo Avenue and Broadway Avenue.

ADDED SAFETY & SECURITY: Increased safety surrounding our storefront will be positive byproduct of the immense attention to detail given to our security measures. Our presence in the neighborhood will come with patrolling Security Officers, an industry-leading surveillance system with coverage extending across the entirety of the interior and exterior of the store and beyond, and advanced alarm systems with immediate access to local law enforcement. We are confident that the extreme importance placed on facility security and safety will result in a positive impact on the safety and wellbeing of our neighbors. In fact, other communities located near legal cannabis storefronts have seen increased property values as a result of enhanced security and beautification efforts.

NEIGHBORHOOD: The multi-tenant building is home to a diverse mix of neighborhood-serving businesses, including Modern Nails and Ed Hernandez Karate (whose owner is a member of our Community Advisory Board). A separate building on the parcel houses a Pizza Hut, while adjacent parcels feature tenants such as 98 Bargain Center and A Plus Smog. Just across Broadway Avenue is Donut King, and across San Pablo Avenue are Vista Paint, Launder Land Coin-Op, and Susy's Bakery and Deli. This eclectic, well-established mix of businesses contributes to steady foot traffic and creates a lively, welcoming atmosphere that supports retail success.

As legal dispensaries become more prevalent and the stigma surrounding cannabis use continues to fade, it seamlessly integrates into a wider variety of people's daily health and wellness routines. For this reason, ensuring an easy and convenient experience for customers is a top priority for us when choosing the ideal location for a dispensary. No longer a novelty or an out-of-the-ordinary task, visiting a dispensary to purchase cannabis has become just another errand on an individual's to-do list for a Saturday morning outing—akin to stopping by the pharmacy. Our San Pablo Avenue location is perfectly positioned to serve as this convenient location in San Pablo.

CONCEPTUAL ELEVATIONS.

Conceptual elevations of the building proposed to contain the cannabis retail business and any other necessary information that demonstrates the proposed means of compliance with the standards of the City's Zoning Code, adopted General Plan, and any applicable Specific Plans.



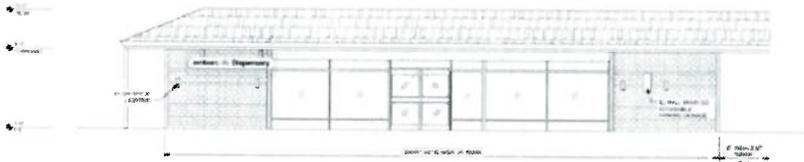
1. PROPOSED SIGN MOUNT ASSEMBLY
10/1/17



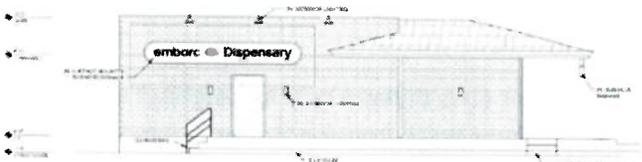
2. PROPOSED EXTERIOR OF EAST SIDE VIEW
10/1/17



3. PROPOSED EXTERIOR OF WEST SIDE VIEW
10/1/17

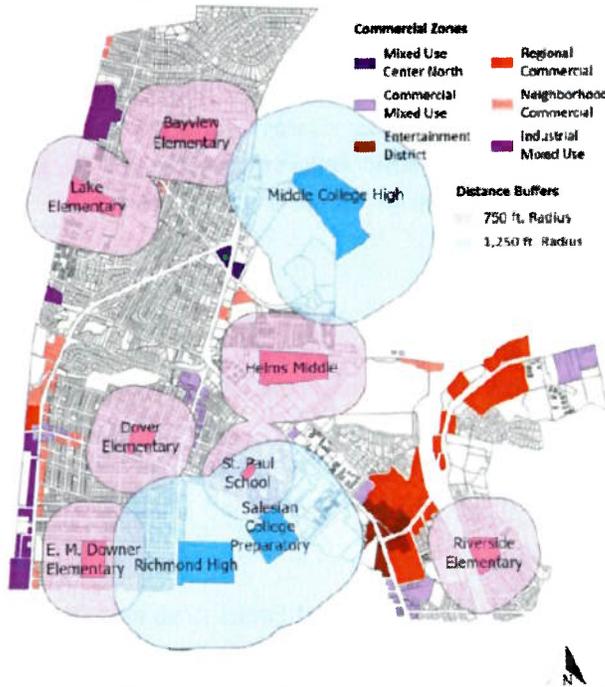


4. PROPOSED ELEVATION
10/1/17



5. PROPOSED ELEVATION
10/1/17

Exhibit B
Map of San Pablo Zoning Districts outside of the buffer zones for sensitive uses where Cannabis Operator's Permits are allowable



SENSITIVE USES: The green pin on the City’s provided map, shown above, confirms that 14501 San Pablo Avenue complies with all buffer requirements for sensitive uses. Specifically, the property is more than 750 feet from any parcel containing a public or private kindergarten, elementary, middle, or junior high school, and exceeds the 1,250-foot buffer required from any public or private high school. Additionally, the City of San Pablo has not designated parks as a sensitive use subject to a specified buffer zone for cannabis retail. Embarc’s secured location at 14501 San Pablo Avenue is situated:

- 3,400 feet from Dover Elementary School
- 2,100 feet from Lake Elementary School
- 2,025 feet from Bayview Elementary School
- 1,700 feet from Helms Middle School
- 1,700 feet from Middle College High School

This data confirms the site’s full compliance with all buffer zone requirements under the City’s cannabis regulations. But for Embarc, meeting legal thresholds is just the starting point. We believe that true, long-term success comes from being deeply aligned with a community’s economic vision, cultural values, and future plans. That’s why we chose Mission Plaza—and why we chose San Pablo.

We believe 14501 San Pablo Avenue within Mission Plaza is the most optimal site for cannabis retail in the City of San Pablo for the following reasons:



ZONING: Mission Plaza is zoned as Commercial Zone - Mixed Use Center, contributing to a diverse and thriving commercial landscape. The intricate blend of businesses in the area fosters a vibrant, thriving, and well-rounded commercial ecosystem, making it an ideal location for Embarc's proposed cannabis retail establishment. Moreover, co-tenants and neighboring commercial businesses in shopping centers with a cannabis dispensary frequently enjoy the benefits of increased foot traffic, as dispensaries often report robust store sales and attract a substantial influx of visitors to the property. This symbiotic relationship bolsters the overall success and vibrancy of the shopping center, cultivating a thriving commercial environment for all establishments involved.

CONFORMS WITH THE SAN PABLO GENERAL PLAN: This property sits within a City-designated Priority Development Area (PDA) and is located in the San Pablo Avenue Specific Plan area. As such, it aligns with the City's long-standing vision for reinvestment and revitalization in key commercial corridors. Both the 2035 Draft General Plan and 2011 San Pablo Avenue Specific Plan highlight the importance of activating this prominent triangular-shaped block at the junction of San Pablo Avenue, Broadway Avenue, and Rumrill Boulevard through pedestrian-oriented commercial development.

The site is specifically identified in the General Plan as an important Focus Area and Opportunity Site. The City's planning documents call for ground-floor commercial uses that encourage pedestrian activity and attract private investment to complement recent improvements like the College Center Shops nearby. Embarc's community-integrated designed storefront, which blends responsible business practices with a welcoming customer experience, is well-positioned to help realize the City's broader goals of improving street frontages, increasing safety and vibrancy, and drawing regional interest to San Pablo's commercial heart.

The 2035 General Plan emphasizes supporting efforts to upgrade older businesses along San Pablo Avenue and describes Mission Plaza as a highly visible, strategically located site with the potential to serve the community and anchor future investment. Embarc's occupancy and revitalization of the building through tasteful, pedestrian-friendly improvements—including landscaping and appropriate community programming—will support these goals and elevate the experience of the corridor for all users.

ADDITIONAL IDENTIFYING INFORMATION FOR OWNERS AND KEY EMPLOYEES.

Each cannabis retail business owner, as well as each employee, shall submit specific personal information including names, birth dates, addresses, social security numbers, relevant criminal history, relevant work history, names of businesses owned or operated by the applicant within the last ten (10) years, investor or partner information, and electronic fingerprint images and related information as required by the Chief of Police.



Once the City provides the required Live Scan and/or background check form, all three business owners—Jonathan Luong, Lauren Carpenter, and Dustin Moore—will promptly submit the necessary identifying information in compliance with the City’s requirements.

As we begin hiring management and staff for the San Pablo location, each individual will be required to undergo the same background and Live Scan process as outlined by the City. Embarc is fully committed to ensuring compliance with all local regulations and maintaining the highest standards for public safety and operational integrity.

DESCRIPTION OF PROPOSED OPERATIONS.

A description of the nature of the proposed commercial cannabis retail business, product types, average or expected sales amounts by product type, average or expected amount of cannabis storage, and sources of cannabis.

Proposed Commercial Cannabis Retail Business Operations

Physical Functionality

Our San Pablo site layout and customer flow have been designed to maximize security, compliance, and an optimal consumer experience. This concept has been proven in other communities—the concept is predicated on the following customer flow and experience:

- 1. GREETED:** Guests are buzzed into the Screening Lobby, where they are welcomed by staff, and undergo immediate identification and age verification. While this is a strict compliance protocol, staff are trained to ensure this is a warm and inviting experience.
- 2. INTRODUCED:** Once identification and age are verified and based on customer flow in the Retail Sales Area, guests will either move directly from the Screening Lobby into the Retail Sales Area or stay in the waiting area until space permits. The waiting area of the Screening Lobby has been designed with the customer in mind. Here you will find educational materials regarding cannabis as well as community-specific activations and installations.
- 3. GUIDED:** After entering the Retail Sales Area, guests will approach the countertop, where they are greeted by a retail sales associate, called a “Guide.” Guides take the guest through product selection, answer questions, and provide individualized suggestions. If there is a line of customers when a guest first enters the Retail Sales Area, the guest will queue until called up to the counter by a Guide.
- 4. CHECKOUT:** Once the customer has selected products, the Guide will obtain the products and facilitate the transaction at a point-of-sale station. Purchased products are placed into an opaque exit package and guests are reminded to always keep their products stored in the product’s compliant child-proof packaging to prevent accidental youth access. The easily identifiable exit package allows Security Officers to monitor customers exiting the building.



5. EXIT: Guests are thanked for coming and are directed to exit through the secure exit path. Customers will not be permitted to loiter on the property.

Hours of Operation

In alignment with San Pablo Municipal Code, Embarc will be open to customers from 8 am to 10 pm daily.

Customer Check-In Procedures

Embarc utilizes state-of-the-art technology, security, and customer experience protocols to ensure no person under the age of 21 (or 18 with a valid physician's recommendation and/or medical card) is permitted to enter. These protocols have been proven to ensure no person enters the Retail Sales Area until their identification has been verified, including age, identity, and validity of medical recommendation, if one is provided.

Guests will enter utilizing the designated main entrance to the building, where signs will be posted clearly and legibly stating that no person under the age of 21 is permitted to enter. The premises will have a clearly labeled entrance door, which will lead into the access-controlled reception area, Screening Lobby, that will remain electronically locked and under Embarc's control during all business hours (with deadbolt security after-hours).

The entrance into the building will be locked at all times, with entry strictly controlled. A robust surveillance network complemented by viewing stations will allow for pre-screening of those approaching the business, ensuring only those who can be certainly identified on camera will be granted electronic access into the Screening Lobby to initiate the check-in process and that youth are not able to access even the waiting area.

Upon entry, a guest is greeted in the secure Screening Lobby area by a reception employee who visually inspects the guest's identification card before scanning it into Treez (Embarc's track-and-trace/point-of-sale) software, which automatically inputs necessary identity verification and compliance information into our point-of-sale (POS) system. As a redundant layer of security, the reception employee also scans the identification card using a portable age verification device such as the CAV-2000 (or a similar model, depending on best-in-class technology at the time of operations). Acceptable forms of identification include:

- A document issued by a federal, State, county, or municipal government, or a political subdivision or agency thereof, including, but not limited to, a valid motor vehicle operator's license, that contains the name, date of birth, height, gender, and photo of the person;
- A valid identification card issued to a member of the Armed Forces that includes the person's name, date of birth, and photo; or
- A valid passport issued by the United States or by a foreign government.



To protect against any guest accessing the Retail Sales Area prior to identification verification, the Screening Lobby is secure without any access capabilities unless buzzed through the locked door by the Security Officer or reception employee, which only occurs after identification verification is complete.

MEDICAL PATIENTS & CAREGIVERS

If the potential customer is between 18 and 20 years old (and thus only able to access the facility as a medical patient or caregiver), Embarc will confirm the customer's possession of a valid identification card utilizing the process outlined above as well as a physician's recommendation and/or Medical Marijuana Identification Card using a protocol that exceeds State regulations. Pursuant to State law, physician's recommendations will not be obtained or provided at our location. No person under the age of 21 will be allowed access to the Retail Sales Area without the following verification protocol:

- If the patient produces a physician's recommendation, staff will verify that the doctor's license is active and in good standing using the California Medical Board's online license verification program, BreEZe; and upon verification that the physician's license is in good standing and active, the staff member will utilize the online verification system provided by the doctor to verify that the medical recommendation is valid. If no online platform is available, the staff member will call the physician's office and manually verify the recommendation.
- If the patient produces a State-issued medical identification card, the staff member will utilize the official website administered by the California Department of Public Health to verify the patient's identification card using the assigned nine-digit Unique User Identification Number.

Once the above procedures are complete, the following outcomes are possible:

1. The patient is properly verified, their information is entered into the Treez system, and their records are stored in a HIPAA-compliant database to meet State guidelines for record retention, or
2. The patient's verification fails, and they are asked to promptly leave the premises and only return with valid documentation.

Once age and identity verification are complete, the reception employee completes the guest's profile, including contact information in case of a product recall and should the guest want to join the Passport Club, Embarc's proprietary customer loyalty program. This information is properly stored pursuant to all cannabis and general advertising laws and regulations. The guest is then buzzed into the Retail Sales Area, where they are greeted by a Guide (retail sales associate) or, if at capacity, are invited to wait in the Screening Lobby seating area. The patient will be asked to show the government-issued identification and, if applicable, a doctor's recommendation or MMIC card again at the POS station at the time of purchase.



Number of Employees

In year one, we anticipate hiring 16 full-time employees, in year two we will have 18 total employees, in year three 19 total employees, in year four 20 total employees, and in year five 21 total employees.

Receiving Deliveries During Business Hours

Embarc has developed proven delivery receipt protocols through existing operations that maximize public health and safety and eliminate impacts to neighboring uses. Embarc will confirm that we have already received the specific shipping manifest and certificate of analysis (COA) via CCTT-Metric prior to a scheduled delivery of a shipment of cannabis goods. As an additional layer of security as part of our daily rolling inventory reconciliation process, the Inventory Manager will perform package counts on all current inventory and ensure labels and actual weights are reconciled before accepting any new inventory to more easily identify discrepancies.

Embarc will not accept any delivery of cannabis or cannabis products without receiving a copy of the shipping manifest and COA containing necessary and accurate information from the licensed distributor or licensed microbusiness authorized to engage in distribution responsible for making the delivery at least 24 hours prior to delivery.

Embarc will receive shipments of cannabis goods only from licensed distributors and/or licensed microbusinesses authorized to engage in distribution and only during business hours with advance notice. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Shipments of cannabis goods will be inspected for freshness and cannabis goods that have exceeded their expiration or sell-by date will not be accepted. Per State regulations, a shipment will either be accepted or refused in full.

[REDACTED]

[REDACTED]

Embarc will not engage in any packaging or labeling of cannabis or cannabis products and will not accept any cannabis or cannabis products from a distributor that are not packaged for final sale in a compliant manner. If an employee discovers a defect or nonconformity in an inventory shipment, they will refuse it. Furthermore, Embarc will not accept goods that have not passed laboratory testing as documented by a COA.

Inventory Management

When a shipment of cannabis goods arrives, Embarc will inspect the scheduled delivery's inventory and verify that the distributor or microbusiness authorized to engage in distribution has provided a hard copy shipping manifest. The hard copy shipping manifest will be inspected to verify that the shipping manifest contains the following information: name and type of the cannabis goods, UIDs of the cannabis goods, amount of cannabis goods by weight or count, total wholesale cost of the cannabis goods, estimated times of departure and arrival, actual time of departure and arrival, name, license number, and address of all licensees involved, such as the cultivator, the transporter, driver's license number of anyone driving the transport vehicle and make, model, and license plate number of the vehicle used for transport. When information in the shipping manifest is suspect or inaccurate, Embarc will seek clarification or correction from the distributor but refuse acceptance if warranted.

Embarc will reconcile all cannabis product package counts, labeling, and actual weights of the incoming shipment against the shipping manifest and CCTT-Metric. When there is a discrepancy in weight or package reconciliation, Embarc will record and document the discrepancy in the



Treez system which also serves as its chosen internal seed-to-sale tracking system in CCTT-MetrC and report the discrepancy to the Inventory Manager.

Embarc will inspect the shipment of cannabis or cannabis goods for freshness. When cannabis or cannabis goods have exceeded their expiration or sell-by date, Embarc will not accept them. Embarc will inspect the shipment's labeling and packaging and ensure that all cannabis or cannabis products are labeled and packaged for final sale. When there is a defect to a label or package, or any is missing, Embarc will refuse the shipment.

Embarc will confirm that cannabis goods in the shipment have all passed required testing. If the products have not passed testing, Embarc will refuse the shipment. If the physical shipment and the shipping manifest are accurate, Embarc will sign the manifest. If the products or paperwork do not meet the above standards and Embarc refuses the shipment, we will record the refusal in CCTT-MetrC and indicate on the relevant manifest, invoice and/or sales receipt the specific reason for rejection.

Embarc will follow detailed steps as further outlined in our SOPs to accept a transfer in CCTT-MetrC, will immediately place the inventory in the designated Secure Product Storage Room and will retain the manifest, bills of lading, any certificates of analysis, and any sales invoices or receipts in Embarc's inventory tracking records for seven years. We will ensure that all records are legible, securely stored and are easily accessible upon request from local and/or State regulators.

Types of records produced and maintained when acquiring new inventory will include a shipping manifest, a sales invoice or receipt, a bill of lading, and a COA. The sales invoice or receipt will disclose, at minimum, Embarc's legal business name and license number.

Point-of-Sale System & Track-and-Trace Interface

Embarc will seek approval from the City to utilize Treez as its point-of-sale (POS) system in San Pablo. Treez is an enterprise-quality retail management software built using the most sophisticated security systems available to increase security and productivity, resulting in faster transaction times and more secure monitoring.

Treez tracks and reports on all aspects of commercial cannabis activity, including but not limited to, cannabis tracking, inventory data, gross sales (by weight and by sale), and other information deemed necessary by the city. Embarc will ensure that the Treez system is compatible with the City's record-keeping systems and can produce historical transactional data for review.

Treez POS software manages and stores transaction information, including records, reports, manifests, and any other documents generated by Embarc. Per State requirements, this data is stored both physically and electronically in the cloud for a period of at least seven years. Importantly, Treez maintains the confidentiality of all customer and patient data and records.



Treez is an integrated software platform that automatically enforces best practices with a focus on compliance and loss prevention. Unique features of the Treez system include, but are not limited to, the following:

ACCURACY: Customizable inventory locations mirror the physical workings of the store and segment inventory by medical or recreational status, fulfillment type, or sales channel to ensure accurate inventory at all times.

FULFILLMENT: A centralized dashboard streamlines processes across in-store, express, pick-up, and delivery orders and captures orders from all eCommerce marketplaces and fulfills them from a single place to ensure real time inventory management.

COMPLIANCE: Built-in tools to safeguard against selling over State-specific purchase limits, dynamic tax collection based on product type, customer classification, and delivery destinations, real time sale reporting to CCTT-Metrc, and insulation from track-and-trace outages using the proprietary TraceTreez automation layer.

Treez Interaction with CCTT-Metrc

Embarc will create and maintain an active and functional account within the CCTT-Metrc system prior to engaging in any commercial cannabis activity. Once the Embarc accounts and systems are linked, the Treez system utilizes an Application Programming Interface (API) to facilitate a direct online connection to the California Cannabis Track-and-Trace system (CCTT-Metrc), the State's track-and-trace platform.

Treez will then automatically interface with and push all the sales data to CCTT-Metrc in real time. This enables sales data from Treez to be uploaded directly to CCTT-Metrc, reducing the risk of diversion, loss, and theft while maintaining the integrity and safety of cannabis products as they move through the supply chain. Furthermore, Treez allows Embarc to remain compliant with requirements that commercial cannabis businesses must have an accounting software system in place to provide POS data as well as audit trails for both product and cash, where applicable.

Embarc will designate one individual owner as the CCTT-Metrc account manager. The account manager may authorize additional owners or employees as system users and will ensure that each user is trained on the system prior to its access or use. This designated track and track account manager will be responsible for ensuring that the Treez system conducts all required reporting to the DCC.

Embarc will monitor all compliance notifications from the system and timely resolve the issues detailed in the compliance notification. Embarc will keep a record, independent of the system, of all compliance notifications received from CCTT-Metrc, and how and when compliance was achieved. If Embarc is unable to resolve a compliance notification within three business days of receiving the notification, we will notify the DCC and local authorities immediately by submitting



the appropriate Notification and Request Form. Embarc is accountable for all actions its owners or employees take while logged into or using the system, or otherwise while conducting track-and-trace activities.

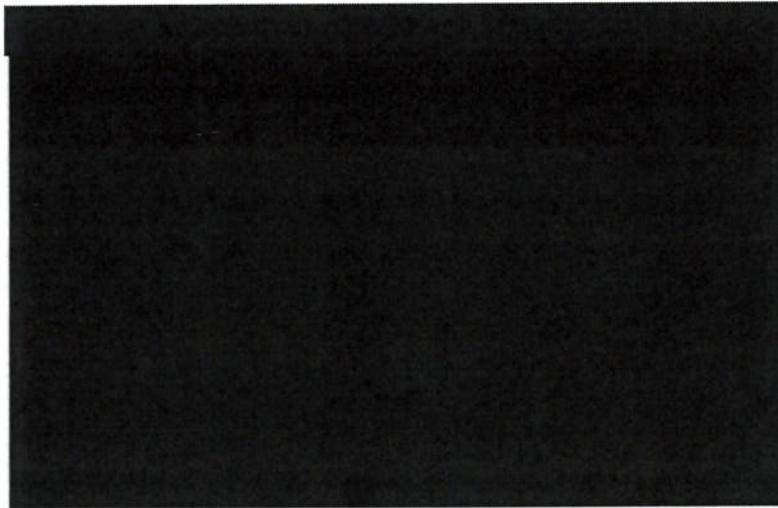
Product Types

Product Type	Description	Varieties	Sizes	Consumption Method
Cannabis Flower	Dried buds from the female cannabis plant that contain a variety of cannabinoids and terpenes.	Sativa, Indica, Hybrid	Gram, Eighth (3.5 Grams), Quarter (7 Grams), Half Ounce (14 Grams), Ounce (28 Grams)	Smoked or vaporized
Pre-Rolls	Pre-rolled cannabis flower joints or blunts ready for immediate use.	Joint, Infused Pre-Rolls, Blunts, Cones	Single Pre-roll, Packs of multiple Pre-rolls	Smoked
Extract / Concentrates	A variety of extracted cannabis oil, refined and concentrated through further processing and sold as cannabis concentrates.	Live Resin, Shatter, Budder, Hash, Rosin, Diamonds / Crystals, Wax, Rick Simpson Oil	Half Gram, Gram Consumption	Intended for ingestion or inhalation through vaporization.
Vaporizers	Vaporizing devices filled with cannabis concentrates and able to heat the product without combustion, leading to inhalable vapor.	Disposable Vape Pens, Refillable Vape Pens, Cartridges	0.3ml, 0.5ml, 1ml, 2ml	Inhalation through vaporization
Edibles	Cannabis-infused food products providing an alternative to inhalation.	Gummies, Chocolates, Brownies, Cookies, Mints,	Various depending on the type of edible, generally	Ingested

		Candies, Baked Goods	measured in milligrams (mg) of THC/CBD per serving.	
Infused Beverages	Liquids that have been infused with cannabis, providing a discreet and unique method of consumption.	Sodas, Teas, Coffees, Elixirs, Seltzers	Often offered in single-use cans or bottles, sizes range from about 6 to 16 ounces.	Ingested
Capsules/ Tablets/ Pills	Cannabis products in pill, capsule, or tablet form that offer a discreet, smokeless, and easily measured method of consumption. They contain either cannabis oil or powdered cannabis flower and are often used for medical purposes.	THC Capsules, CBD Capsules, Hybrid Capsules, Extended Release Tablets, Quick Release Tablets	Most commonly sold in containers or blister packs of 10, 30, 60, or 90 capsules, tablets, or pills.	Ingested
Tinctures	Cannabis extract dissolved in alcohol or another carrier oil.	Full Spectrum, Broad Spectrum, Isolate	Varies, commonly in 15ml, 30ml, and 60ml bottles	Sublingual (under the tongue), Ingested, or mixed into foods or drinks.
Topicals	Products infused with cannabis intended for external use on the skin.	Creams, Lotions, Balms, Salves, Patches, Bath Bombs, Epsom Salt	Varies, commonly in 1 oz, 2 oz, and 4 oz containers, or single-use patches	Applied to skin directly or added to bathwater to soak in
CBD Dominate Products	Products made primarily with CBD (cannabidiol), a non-	All product types	Varies based on product— see each	Varies based on product type. Can be

	psychoactive cannabinoid found in cannabis, and a lower dose of THC.	described above.	product type described above.	ingested, inhaled, applied topically, or used sublingually.
Medicinal Cannabis Products	<p>Products specifically designed for medical use, often to alleviate symptoms such as pain, inflammation, or anxiety. These products are formulated with higher THC concentrations as described in §17304 of the California Code of Regulations, Title 4, Division 19: DCC Medicinal and Adult-Use Commercial Cannabis Regulations and must be labeled "FOR MEDICAL USE ONLY." These products are only available to medicinal cannabis patients, who are qualified patient as defined in Health and Safety Code §11362.7 or a person in possession of a valid identification card issued under Health and Safety Code §11362.71.</p> <p>Note that Embarc also carries a number of low THC products with a specific focus on CBD and relief.</p>	All product types described above.	Varies based on product—see each product type described above.	Varies based on product type. Can be ingested, inhaled, applied topically, or used sublingually.

<p>Non-Cannabis Goods</p>	<p>Embarc branded merchandise, as well as smoking accessories</p>	<p>T-shirts, Stickers, Rolling Papers, Lighters, Matches, Vaporizer Batteries, Gift Cards</p>		
<p>Services</p>	<p>Embarc employees are well-versed in all product offerings and able to provide product recommendations and education to all customers.</p>			



[REDACTED]

[REDACTED]

[REDACTED]

Sources of Cannabis

Embarc only sources products from California State-licensed cannabis distribution businesses and microbusinesses that can provide proof of their valid DCC license. We have established strong relationships with all of the leading licensed cannabis distribution companies in California, ensuring our stores are well-stocked with a regular supply of a wide array of compliant cannabis products. Importantly, Embarc is in good standing with every distributor in California. Recognized for our reliability, especially in promptly paying invoices—a known challenge in the industry—Embarc has built a reputation for financial dependability with our distribution partners. We also emphasize safety and security in all retail operations, contributing to the efficiency and safety of each distribution delivery at our licensed retail locations.

[REDACTED]

We welcome the opportunity to provide documentation detailing our established distributor relationships upon request.

Embarc, in compliance with regulations, sources cannabis inventory exclusively from DCC-licensed distributors and microbusinesses. Embarc rigorously ensures that our distributors, and the producers and brands they carry, adhere to the highest standards of quality and regulatory compliance. Several of the distributors we work with also hold their own cultivation and manufacturing licenses, while others procure products from trusted licensed cannabis producers. This commitment to compliance and quality extends to all products in our inventory, which are thoroughly tested and meet the strict requirements for legal sale within the California cannabis market.

When considering a brand partner for our shelves, we ask a few key questions because shared values are the cornerstone of cultivating culture within our companies, our communities, and the industry at large:

- Does this brand have defined values?
- Do those values share commonality with our own?
- Does the brand live its values?
- Would our customers appreciate the opportunity to explore this new modality/strain/SKU?



While values are the first step in determining whether a brand is the right fit, data is the other critical component. For most dispensaries, inventory decisions are made based on which brands come to the shop and provide the most enticing deals. We believe consumers deserve better than that and have implemented extensive data analysis and customer feedback loops into our purchasing process, utilizing customer survey tools, customer relationship management (CRM) analysis, and point-of-sale metrics. We utilize predictive analytics technology to help drive purchasing decisions. This ensures our shelves are stocked with what our customers want, not with whatever brand has engaged in predatory marketing strategies. This data and feedback loop are what ensure our curated selection is responsive to consumer behavior, purchasing patterns, and preferences.

Our product selection is also informed by our experience operating successful cannabis retail storefronts in California today. We are constantly scrutinizing and analyzing which products our customers and patients are responding to and adjusting our product selection accordingly. We will use what we have learned to build upon, and continue to evolve, our product selection based on the feedback and needs of our customers and patients. This localized approach ensures our curation is rooted in values, local preferences, sustainability, local sourcing, and economic viability.

Cannabis retailers carry hundreds of SKUs from dozens of brands, which shift over time based on customer preference, strain, availability, and many other factors. Below is a list of some of the distributors we currently work with and the producers/brands that they carry. We anticipate opening with many of these producers/brands, but this list will evolve over time to reflect customer purchasing patterns and preferences.

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

PROOF OF STATE LICENSE COMPLIANCE.

A description of the specific State cannabis license(s) or permits obtained or to be obtained, and how the business will meet State licensing requirements.

Embarc will apply for and obtain a California Department of Cannabis Control (DCC) Type 10: Retailer Storefront license for both Adult-Use and Medicinal cannabis. This application will be submitted in tandem with our local Conditional Use Permit. Embarc is highly experienced in the DCC licensing process, having successfully obtained 18 licenses across California through local merit-based permitting processes over the past five years. We maintain strong working relationships with the DCC's Licensing Division, including Licensing Analysts and Environmental Scientists.

Our Director of Licensing and General Counsel oversee all license submissions and renewals, and to date have completed more than 35 DCC annual renewals across Embarc's retail portfolio. We are deeply familiar with the requirements of both initial and renewal applications, including the submission of owner information, tax and employer documentation, labor peace agreements, seller's permits, articles of organization, notarized property owner affidavits, leases, premises diagrams, CEQA documentation, and surety bonds.



To ensure timely processing and avoid any disruptions, our Controller pays licensing fees in person at the DCC office.

INFORMATION REGARDING OTHER LOCAL LICENSES.

A description of cannabis licenses or permits obtained or to be obtained from the City of San Pablo and other jurisdictions.

Owners Lauren Carpenter and Dustin Moore have ownership of and/or operate the following operational cannabis businesses:

Business Name	State License Number	Address
Embarc Tahoe LLC dba Embarc Tahoe	C10-0000695-LIC	4035 Lake Tahoe Blvd, South Lake Tahoe, CA 96150
Alameda Patients Group LLC dba Embarc Alameda	C10-0000774-LIC	1616 Webster St, Alameda, CA 94501
Embarc Martinez LLC Dba Embarc Martinez	C10-0000786-LIC	3503 Alhambra Ave, Martinez, CA 94553
Embarc Events LLC	CEO14-0000067-LIC	N/A
Responsible and Compliant Retail Fairfield LLC dba Embarc Fairfield	C10-0000939-LIC	180 Serrano Dr Suite A, Fairfield, CA 94533
Responsible and Compliant Retail Blackstone LLC dba Embarc Fresno	C10-0001096-LIC	4592 N Blackstone Ave Suite 103, Fresno, CA 93726
Embarc Sacramento LLC dba Embarc Sacramento	C10-0001168-LIC	6233 Mack Rd, Sacramento, CA 95823
Responsible and Compliant Retail Redwood City LLC dba Embarc Redwood City	C10-0001213-LIC	1870 Broadway, Redwood City, CA 94063



Responsible and Compliant Retail Chico LLC dba Embarc Chico	C10-0001236-LIC	185 Cohasset Rd, Chico, CA 95926
Responsible and Compliant Retail Ventura LLC License dba Embarc Ventura	C10-0001372-LIC	1890 E Main St, Ventura, CA 93001
Responsible and Compliant Retail Tracy LLC dba Embarc Tracy	C10-0001397-LIC	2706 Pavilion Pkwy, Suite 110, Tracy, CA 95304
Embarc Meyers LLC dba Embarc Meyers	C10-0001398-LIC	3008 Us Highway 50 S Lake Tahoe, CA 96150
Indio Responsible and Compliant Retail LLC dba Embarc Indio	C10-0001414-LIC	45835 Towne St, Indio, CA 92201
Fontana Responsible and Compliant Retail LLC dba Embarc Fontana	C10-0001432-LIC	9132 Sierra Ave, Fontana, CA 92335
1784 Shaw Retail LLC dba Embarc Fresno	C10-0001442-LIC	1784 W Shaw Ave, Fresno, CA 93711
Responsible and Compliant Retail Madera LLC dba Embarc Madera	C10-0001447-LIC	530 East Yosemite Ave, Madera, CA 93638
San Bruno Responsible and Compliant Retail LLC dba Embarc San Bruno	C10-0001498-LIC	120 El Camino Real, San Bruno, CA 94066



Woodland Responsible and Compliant Retail LLC dba Embarc Woodland	C10-0001571-LIC	825 East St, Woodland, CA 95776
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DISCLOSURE OF LITIGATION AND LEGAL PROCEEDINGS.

A description of any litigation involving the applicant(s) within the last ten (10) years and a statement about any business operated by the applicant(s) that has been investigated or had its license or permit revoked or suspended during the same timeframe.

The applicant, San Pablo Responsible and Compliant Retail, LLC, has not been involved in any litigation.

SECURITY PLAN.

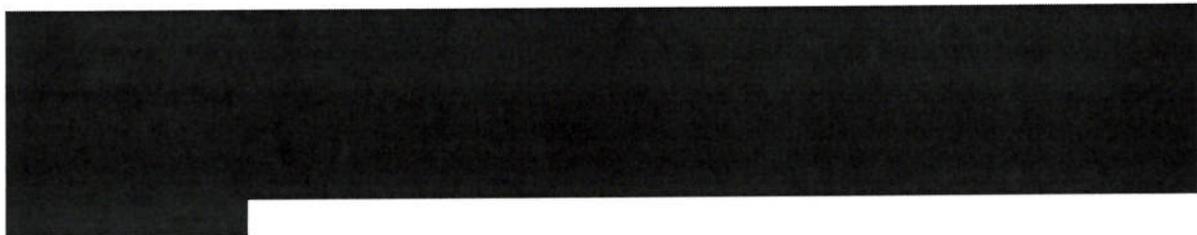
A description and documentation of how the premises will be secured at all times, including but not limited to:

A site security plan subject to approval by the Chief of Police and City Manager. All site security plans shall be confidential per Government Code Section 6255(a).

Measures to Prevent Unauthorized Individuals from Remaining on the Premises

Embarc maintains a zero-tolerance policy toward loitering in and around the premises. Clear and highly visible signage—posted in multiple languages as warranted—reinforces this policy at all customer access points. These signs are complemented by active monitoring from trained staff and licensed Security Officers, who are responsible for preventing loitering and ensuring customers exit the property promptly after completing their purchases.

The Embarc floorplan is intentionally designed to reduce congestion and outdoor gathering. A Screening Lobby with an indoor waiting area ensures that customers can wait inside during peak hours rather than congregating outside. The Sales Area may utilize a clearly defined queue using stanchions when necessary, with staff guiding each customer through the shopping experience and directing them to exit immediately through the exit door. This operational flow minimizes foot traffic outside and keeps all activity orderly and within the permitted areas of the premises.





Measures to Prevent On-Site Consumption of Cannabis or Cannabis Products

Embarc enforces a strict prohibition on the public consumption of cannabis on or near its premises. This includes the storefront, parking lot, and any areas within 300 feet of the facility, in accordance with California Health and Safety Code Section 11362.79. Consumption of cannabis or cannabis products—by smoking, ingestion, or other means—is not allowed under any circumstances.

This policy is supported by clear and legible signage throughout the property, including at all entry points, POS stations, and the exit path. These signs serve as a continuous reminder to customers that on-site consumption is not allowed.



If a customer is found attempting to consume cannabis on the premises, Security Officers will immediately intervene with a clear directive to cease. Continued consumption will result in a formal warning that the customer may be banned from returning. If the issue persists, local law enforcement will be contacted.

As an added measure, Embarc also engages in public education to inform customers of cannabis consumption laws and best practices, ensuring they are aware of the legal boundaries for use in the surrounding area. Combined with our no-opening-of-packaging policy and enforced departure immediately following checkout, these protocols work in tandem to prevent loitering, discourage nuisance behavior, and promote community trust.

Measures for the Proper Disposal of Expired, Contaminated, or Excess Cannabis Products

Embarc San Pablo’s Waste Management Plan has been designed to ensure that cannabis waste is stored, managed, and disposed of in accordance with all applicable waste management State and local regulations, including, but not limited to, Division 30 of the Public Resources Code. Embarc will not dispose of cannabis goods unless disposed of as cannabis waste, i.e., the cannabis has been made unusable and unrecognizable. Cannabis goods intended for disposal will remain on the licensed premises until rendered into cannabis waste. Embarc will ensure that access to



the cannabis goods is restricted to Embarc's employees or agents and that storage of the cannabis goods allocated for disposal is separate and distinct from other cannabis goods.

To be rendered as cannabis waste for proper disposal, including disposal as defined under Public Resources Code §40192, cannabis goods will first be destroyed on the licensed premises. This includes, at a minimum, removing or separating the cannabis goods from any packaging or container and rendering them unrecognizable and unusable. This does not require vape cartridges to be emptied of cannabis oil prior to disposal, provided that the vape cartridge itself is unusable at the time of disposal.

[REDACTED] Embarc will report all cannabis waste activities, up to and including disposal, into CCTT-Metric. All cannabis waste will be tracked and traced to its final location, and a non-hazardous waste manifest, bill of lading, or certified weight ticket issued upon disposal.

Any cannabis product determined unfit or rejected will be immediately segregated and placed in the Cannabis Waste Queue for destruction by authorized individuals only. The authorized individuals will adhere to our SOPs for the safe disposal of all unfit or rejected cannabis products. Embarc will ensure that all cannabis products that have been subjected to improper conditions are not salvaged but, instead, are properly disposed of. Such improper conditions may include, but are not limited to, extremes in temperature, humidity, smoke, fumes, pressure, age, or radiation. Any cannabis product that fails to meet the needs or preferences of Embarc San Pablo's customers will likewise be disposed of properly and compliantly. Our General Manager will determine and document the need for the disposal of excess, unfit, or rejected inventory. Unfit or rejected cannabis will be rendered unusable in the same manner as other cannabis waste, as detailed above.

[REDACTED] All recalled products that are intended to be destroyed will be quarantined for a minimum of 72 hours. Embarc will affix to the recalled products any bills of lading, shipping manifests, or other similar documents with product information and weight. Embarc acknowledges that the product held in quarantine will be subject to auditing by the Department of Public Health. Following the quarantine period, Embarc will render the recalled cannabis product unusable and unrecognizable and dispose of it in accordance with our SOPs under video surveillance.

Embarc will use the track-and-trace database and onsite documentation to ensure that the recalled cannabis products intended for destruction are identified, weighed, and tracked while on the licensed premises and when disposed of in accordance with regulations. Embarc will enter the products, weight, count, reason for destruction, and dates of quarantine into the track-and-trace database.

CANNABIS WASTE SECURITY MEASURES

[REDACTED]

[REDACTED]

[REDACTED]

METHODS OF RENDERING ALL CANNABIS WASTE UNUSABLE & UNRECOGNIZABLE

Pursuant to requirements, all cannabis waste must be separated from its packaging and/or container and rendered unrecognizable and unusable prior to leaving the premises. This rendering will be conducted under video surveillance. Cannabis goods will be destroyed using mechanical and/or manual means (with hand tools) and proprietary methods, unique to the category of waste material, as follows.

Organic cannabis goods will be sorted and separated from inorganic cannabis goods for composting purposes. Cannabis goods will be smashed and pulverized, and thoroughly blended with other organic, non-cannabis, non-hazardous material. Non-cannabis material includes, but is not limited to, wood shaving, shredded paper, vermiculite, absorbent, soil, and sand. The resulting mixture will then be thoroughly saturated with a non-toxic, biodegradable, odor-reducing, colored pigment that alters recognizability and usability. Finally, the final unusable and unrecognizable material will be transported offsite for further treatment (i.e. composting, recycling, waste-to-energy, etc.), and/or disposal.

VENDOR IN CHARGE OF CANNABISE WASTE DISPOSAL

Embarc has identified Gaiaca as its waste management partner and together developed a robust Waste Management Plan that exceeds regulations. Gaiaca is CESCO, CAC, CMC, and CDPH certified and a leader in cannabis waste disposal as the nation's first fully licensed, compliant



cannabis waste management company. They have certifications as a Green Business and Small Business Enterprise (SBE). Gaiaca's primary mission is to provide licensed cannabis operators with a compliant yet sustainable solution for their regulated cannabis waste. Since 2016, they have been the preeminent leader in the cannabis waste space, with a footprint in California, Nevada, Arizona, Michigan, Florida, and New York. Their policies and goals reflect environmental conscientiousness, and they are in good standing with the DCC, CDFA, CDPH, EPA, Cal-OSHA, the Department of Toxic Substances Control (DTSC), and CalRecycle.

Embarc will adjust its contract with Gaiaca to ensure the proper removal and storage of all cannabis waste as needed to reflect volume. Prior to final disposal, Gaiaca will ensure all cannabis goods have been destroyed, including removing the product from any packaging and rendering it unrecognizable and unusable as prescribed by the DCC.

Measures to Mitigate Off-Site Impacts to Neighboring Properties

Embarc believes operating a cannabis business is a privilege and not a right and that a successful business model is predicated on the ability to consistently engage the community to ensure transparency, integrity, and collaboration. By putting the community first, Embarc ensures a positive relationship with the City, local leaders, and the neighborhood, ultimately allowing us to participate in—and give back to—the community in meaningful ways.

Our commitment to earning the community's trust is embodied in ways large and small, from neighborhood benefits and volunteerism to empowering community members to provide feedback and direction on our operational model through our Community Advisory Board.

Based on our experience operating compliant retail and delivery operations in other communities, we understand the importance of proactivity in resolving potential issues before they arise and that being accessible is vital to preventing concerns from escalating to issues. Embarc has a proven approach to neighborhood engagement and responsiveness, as well as a detailed plan to prevent and/or appropriately address community concerns to prevent them from rising to the attention of the City.

Embarc will be maintained in accordance with the standards of the International Property Maintenance Code to ensure the licensed premises are safe, sanitary, and fit for occupation and use, and will utilize green business practices to ensure environmentally responsible operations.

We will proactively work with community members, neighborhood leaders, and local businesses to build a synergistic relationship based on respectful dialogue and ongoing approachability and have already identified and/or initiated meaningful partnerships that will ensure our reimagining of the proposed location serves as a net benefit to the neighborhood's health, safety, aesthetics, and economic viability, both for our proposed business and neighboring uses.



PROACTIVE STEPS TO AVOID BECOMING A NUISANCE OR HAVING NEGATIVE IMPACTS ON NEIGHBORS

Embarc's best practices are rooted in proactive steps to ensure our we are appropriately managing operations to mitigate negative impacts on our neighbors or the surrounding community and avoid becoming a nuisance. Embarc will proactively engage with our surrounding neighborhood to react and respond to potential complaints regarding any potential issue. Embarc's best practices and SOPs ensure our business is a positive addition to the community and can be boiled down to three critical components—ensuring accountability and accessibility; proactively engaging the community and neighborhood; and creating tangible benefits for our neighbors.

STEP 1: ACCESSIBILITY & ACCOUNTABILITY

The first step to avoiding becoming a nuisance or having negative impacts is accessibility and accountability with our neighbors and the City we serve. As such, Embarc will provide to both the City and to all neighboring businesses and residents within 1,000 feet contact information for our Local Partner and General Manager, both of whom notice of any problems can be provided.

Additionally, we will provide emergency contact information to both the City Manager and Police Chief with the name and telephone number (both landline and mobile, if available) of an onsite employee or owner to whom emergency notice can be provided at any hour of the day. A 24-hour contact will also be readily available online and posted conspicuously on the exterior of the facility such that any passerby can access management staff with issues at any time. Please note that 24/7 contact information will also be provided for all owners and our Security Department, ensuring ample team members are available at any time.

Embarc's 24-hour contact for receiving complaints and other inquiries will ensure accessibility at all levels for the neighborhood and surrounding community and will be an Embarc Manager responsible for receiving, logging, and responding to any and all complaints and inquiries.

Embarc will encourage neighbors to report any impact, real or perceived, that they experience in relation to Embarc's operations and will dedicate all reasonable time and effort to resolving any such issue to the impacted neighbor's satisfaction. This mitigation could include making a roaming Security Officer available as a means of addressing any nuisance activities perceived as attributable to Embarc's business operations. Any such assigned Security Officer will be directed to mitigate the situation to the maximum limit permitted by the Private Security Services Act. Furthermore, Embarc will encourage neighboring residents to contact our personnel prior to contacting the City.

To ensure accountability, Embarc will maintain a log of any public nuisance activity on the premises or within 300 feet of the premises. The log will include information required by the Chief of Police, or their designee, including but not limited to the date and time of the occurrence, the type of activity, the circumstances surrounding the activity, the identity of any persons



involved in the activity, the corrective action taken by Embarc, and the police case number if applicable. The log will be available to the City upon request.

The inquiry will be managed by our General Manager depending on the nature of the issue and whether it is community or operationally based. Our General Manager will be responsible for timely resolution of any issues or concerns brought to our attention.

Embarc's owners and managers are available to attend meetings with the City Manager or Chief of Police, and other interested parties as deemed appropriate by the City Manager, to discuss costs, benefits, and other community issues arising as a result of retail cannabis implementation for the lifetime of the business.

Further, Embarc's owners and managers welcome the opportunity to attend regular meetings at the request of the City Manager, Chief of Police, or any other relevant authority to discuss any and all issues associated with cannabis operations, and in fact have coalesced coalitions comprised of the local cannabis operators in other communities where we operate for the purpose of providing a centralized place for the City to work collaboratively with industry.

Ultimately, our goal is to mitigate any concerns before they arise to City leadership and will utilize our proven policies and tactics to achieve this goal.

STEP 2: PROACTIVE COMMUNITY & NEIGHBORHOOD OUTREACH

In our experience, proactive community and neighborhood engagement is a critical step in building trust and in turn, positive relationships with our neighbors. We appreciate the importance of proactive engagement and ongoing collaboration with the community at large and the neighborhood surrounding our facility. As such, in addition to the extensive community benefits programs, we have also identified proactive and ongoing engagement strategies to ensure thoughtful integration of our proposed operations into the neighborhood:

NEIGHBORING BUSINESS OUTREACH: Embarc conducts outreach to neighboring businesses to detail proposed operations and identify opportunities for potential partnerships (where appropriate given the use type). Embarc will document these meetings and provide a record should the City seek verification regarding neighboring business outreach. As part of this outreach plan, Embarc will provide the name, telephone number, and email address of owners and managers to whom notice of problems associated with the commercial cannabis business can be provided. Embarc will provide this information to all parcels located within 1,000 feet.

Additionally, once the General Manager has been hired, Embarc will solicit another meeting to facilitate an introduction and sharing of contact information between the General Manager and neighboring business owners. We have found that establishing this relationship is the single most important mechanism for managing neighbor relations, as neighbors feeling comfortable contacting us directly with issues or concerns ensures we are able to address them in real time.



OPEN HOUSES: We will host at least two open houses between receipt of the right to operate locally and the commencement of operations, designed to provide residents and other stakeholders with the opportunity to meet our owners, ask questions about our proposed operations and get a better understanding of Embarc’s vision. During these open houses, we will focus on impact mitigation and community benefits and will be available to answer community questions and/or concerns. Having these direct engagement opportunities is important to addressing concerns related to operations.

One of these meetings will occur immediately prior to opening the store and will focus on those nearest to our property to afford them the opportunity to understand the myriad compliance and security measures in place governing operations. Based on our experience, this type of community outreach is essential to dispelling myths and creating awareness of how legal cannabis dispensaries operate.

INFORMATIONAL CANVASSING: Embarc will canvass the surrounding neighborhood to discuss our intended operations, compliance, security, and best practices. We will do this again immediately before opening to provide contact information for team members. Doing so helps to proactively address comments and concerns prior to opening the business.

ONGOING ENGAGEMENT: Once operational, our ownership and management team will host annual “listening sessions” where members of the community will be able to voice opinions, ask questions, and meet the Embarc team. Our goal for these sessions is to address any unforeseen concerns and to ensure we are fulfilling our obligations as a good neighbor.

STEP 3: CREATING BENEFITS FOR OUR NEIGHBORS

The third step in ensuring nuisance avoidance is creating and delivering tangible benefits through our operations to our neighbors and the surrounding community.

NEIGHBORHOOD SAFETY: Increased safety surrounding the facility is a positive byproduct of the immense attention to detail given to our facility’s security measures. Our presence in the neighborhood comes with patrolling Security Officers, an industry-leading surveillance system with coverage extending across the entirety of the interior and exterior of the facility and beyond, and advanced alarm systems with immediate access to local law enforcement. We are confident that the extreme importance placed on facility security and safety will result in a positive impact on the safety and wellbeing of our neighbors. In fact, other communities located near legal cannabis facilities have seen increased property values as a result of enhanced security and beautification efforts.

NEIGHBORHOOD BEAUTIFICATION: While engaging the neighborhood is critical, we also believe in the importance of rolling up our sleeves and participating in ongoing beautification efforts. As part of our paid employee volunteerism program, our staff will serve as a volunteer Street Team on beautification projects near the store, which will be informed by ongoing discussions



regarding neighborhood priorities with our Community Advisory Board and neighboring businesses.

COMMUNITY ADVISORY BOARD FEEDBACK LOOP: Embarc's Community Advisory Board is comprised of prominent local community members who will help shape best practices to innovate and improve operations and to mitigate any potential for complaints from citizens, customers, other businesses, and the community at large. Given the Board members' insights into this community, they will be empowered to provide ongoing feedback, guidance and accountability for our nuisance mitigation and proactive community engagement programs. This gives residents a seat at the table in addressing business operations in real time. Given our prioritization of neighborhood integration, we will gladly reserve a seat on the Community Advisory Board for a neighborhood representative.

PARTNERSHIP WITH SAN PABLO POLICE DEPARTMENT: As we have done in every city where we operate, Embarc will form a positive and collaborative working relationship with local law enforcement to ensure trust and transparency with this nascent industry. We have reserved a non-voting seat on the Community Advisory Board for a representative from the San Pablo Police Department to provide quarterly updates and insight into the business and its operations but thought it inappropriate to conduct outreach about such participation until after the conclusion of this process. In other communities, we have found this helpful in maintaining open communication.

COMMUNITY WELLNESS EVENTS: Embarc seeks to support San Pablo's health and wellness industries. Through providing educational seminars and partnering on outreach, we are confident our team's knowledge and resources can benefit San Pablo's health and wellness industry. Embarc is committed to hosting educational events on cannabis and welcomes the opportunity to include relevant wellness partners and businesses, when appropriate, in these efforts.

ENGAGING & UPLIFTING LOCAL BUSINESSES: Encouraging our customers to dine, shop, and enjoy other businesses in the area when visiting our store is one way to create partnerships that support and uplift existing businesses in the community. We have identified numerous neighboring businesses in immediate proximity for collaboration and amplification.

If selected to operate, our Local Partner and General Manager will engage these and other neighboring businesses to provide and/or discuss the following:

- **Good Neighbor Policy:** Solicit feedback on our proposed plans to ensure neighborhood cleanliness, safety and security while answering any questions or concerns.
- **Neighborhood Discount Program:** Discuss opportunities for cross promotion and co-marketing initiatives to encourage patronage of local businesses.
- **Accessible Leadership:** Contact information for our ownership and store leadership team to ensure our neighbors know our team and understand our proposed use.



It is through this collaborative and proactive approach to business management, neighborhood engagement, and supporting local businesses that Embarc will ensure we do not pose a nuisance to our surrounding neighbors and are accessible, approachable, and transparent with the community at large.

PROPOSED GOOD NEIGHBOR POLICY

In every community where we operate, Embarc institutes a Good Neighbor Policy specific to mitigating local concerns and modeled to address local regulations. We have drafted proposed policies informed by San Pablo Municipal Code but would also welcome the opportunity to discuss our Good Neighbor Policies with City staff to incorporate any guidance prior to finalization.

As a responsible cannabis operator, Embarc San Pablo must:

- Create a safe exterior environment through design and site management.
 - Provide outside lighting in a manner that illuminates the outside street and sidewalk areas and adjoining parking as appropriate, without bothering neighbors;
 - Maintain the premises and adjacent sidewalk in good condition at all times;
 - Manage parking and traffic to negate impacts to surrounding areas;
 - Prohibit loitering around the premises;
 - Enforce appropriate customer behavior outside the facility and in adjacent areas;
 - Prohibit littering in or around the premises;
 - Prohibit the consumption of cannabis products in or around the premises and advise individuals that consuming cannabis of any kind is prohibited in public places;
 - Post notices at all public entrances to and exits from the establishment that are clear, well-lit, prominently displayed, and maintained; and
 - Direct patrons to leave the establishment and neighborhood peacefully and in an orderly fashion.
- Provide the contact information for Embarc's General Manager, responsible for community relations and issue mitigation.
- Provide adequate and appropriate ventilation to ensure odor controls result in no emission of noxious odors.
- Be a benefit to surrounding parcels.
- Maintain the premises in a clean and orderly fashion.
- Instruct security to secure the premises within 50 feet of any public entrance and exit.
- Implement youth education and prevention strategies.
 - Provide physical infrastructure, security, and tailored SOPs to discourage, mitigate and prohibit youth access and/or loitering; and
 - Provide ongoing investment for youth drug prevention and education to be deployed through community partners.



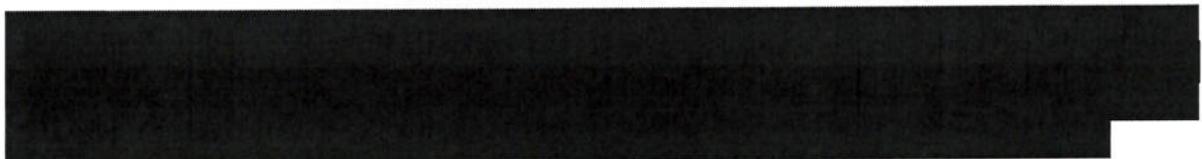
Measures For Limiting Cash Held on Premises

Embarc has proactively implemented a range of financial and operational controls to limit the volume of cash kept at any given time—prioritizing staff safety, regulatory compliance, and operational efficiency.

FULLY BANKED OPERATIONS: Embarc is fully banked through Salal Credit Union, a Better Business Bureau–accredited institution with an A+ rating and NCUA insurance. This banking relationship allows Embarc to significantly reduce the need for onsite cash handling, offering a secure and transparent alternative to cash-based transactions.

ELECTRONIC PAYMENT ACCEPTANCE: Embarc accepts electronic payments via a fully compliant cannabis-focused processing provider. Integration at the point-of-sale allows for debit transactions and other digital payment options, which has resulted in a 50%+ reduction in cash transactions across all locations. For those who prefer to pay in cash, on-premises ATMs are provided for customer convenience.

WIRE TRANSFERS FOR TAXES & INVENTORY: Embarc leverages its banking relationship to pay municipal taxes, state taxes, and vendors via wire transfer or check, depending on vendor preference. This practice not only reduces cash held onsite but also ensures that the Accounting Team has real-time visibility into financial transactions at the store level, promoting operational accuracy and oversight.



Certificate of Insurance

A Certificate Demonstrating Compliance with Insurance Requirements Outlined In The Performance Standards Section.

Embarc is currently in the process of securing all required insurance policies in compliance with the City of San Pablo’s municipal code. These policies will meet or exceed the City’s stated coverage thresholds for commercial general liability, and all additional policy requirements outlined in §17.62.130 of the San Pablo Municipal Code, including but not limited to:

- Commercial General Liability coverage of at least \$2,000,000 per occurrence and \$4,000,000 aggregate;
- Comprehensive Automobile Liability coverage of at least \$1,000,000 if applicable;
- Contractual liability and severability of interest;
- Endorsements naming the City of San Pablo, its officers, and employees as additional insureds; and
- Primary coverage designation for the City.



A letter of insurability confirming our broker’s ability to meet these coverage requirements is available upon request. Final certificates and endorsements will be provided to the City upon policy issuance.

COMMUNITY BENEFITS.

[A description of community benefits provided by the cannabis retail business, including local employment, community contributions, property improvements, or economic incentives.](#)

Community Benefits Provided by the Cannabis Retail Business

Embarc operates with a deeply community-rooted philosophy centered on local ownership, community oversight, and direct reinvestment. We believe that successful cannabis operations should deliver long-term benefits to their cities. This commitment begins with the formation of a Community Advisory Board (CAB) composed of respected local leaders who provide oversight of our Community Investment Fund (CIF). Funded by 1% of gross receipts, the CIF is governed by the CAB and reinvested quarterly into the community based on local needs and priorities.

Our San Pablo CAB includes the below representatives—ensuring a diverse and informed approach:

- Jonathan Luong – San Pablo Resident & Local Embarc Partner
- Ron Raman, Former San Pablo Police Chief
- Sonia Bustamante - Chief of Staff, Contra Costa County BOS D1
- Leslay Choy - Executive Director, San Pablo EDC
- Genoveva Calloway - Former San Pablo Mayor
- Ed Hernandez - Owner, Ed Hernandez Karate
- Raynato (Ray) Castro - San Pablo Dentist

In addition, the City of San Pablo will also receive a 5% gross receipts cannabis tax, bringing meaningful public revenue. Over the first five years of operations, our combined tax and CIF contributions are projected to generate a significant financial benefit for the city.

We will also invest in programs that enhance public health. In-store, our trained Guides demystify cannabis through education, emphasizing wellness, responsible use, and accurate product knowledge. Through CIF funding, we hope to launch Botvin LifeSkills Training—a nationally recognized youth drug-prevention curriculum—in partnership with local youth organizations. This initiative builds on our successful implementation of youth prevention programming in collaboration with organizations such as the Boys & Girls Club in several other California cities, where, in total, we have allocated hundreds of thousands of dollars towards the program’s successful launch.



Local Employment

Embarc's community commitments go beyond financial contributions. Our goal is for our store to be staffed 100% by San Pablo residents and operate under a UFCW Collective Bargaining Agreement that guarantees fair wages, paid leave, and comprehensive health benefits. Each new hire enters a development pipeline starting with paid onboarding and continuing education throughout their employment to foster long-term career growth in cannabis.

Community Contributions

In addition to the financial commitments made above, Embarc will deploy significant human resources to benefit community partners and local community needs.

EMPLOYEE VOLUNTEERISM: There are few things that feel better than doing a good deed, except maybe doing it with your peers while getting paid. Embarc is committed to providing a positive workplace that encourages employees to give back to their community. Partnering our workforce with community organizations will foster a culture of volunteerism among our employees.

Embarc employees will be afforded up to 40 hours of paid time off to participate in local community activities and programs per year through our volunteerism program. These opportunities for engagement provide employees with tools for professional development by exposing them to a variety of local organizations. In addition, investment in employees reduces turnover and improves workplace performance.

Research shows that the best way to achieve employee participation is to provide structured volunteer opportunities. Embarc will provide our employees with opportunities to work with our community partners and allow team members to suggest and organize additional activities with their colleagues. These opportunities help employees:

- Learn new skills;
- Gain project management experience;
- Grow personal and professional networks;
- Create a positive presence in our community; and
- Participate in off-site team building with purpose.

COMMUNITY EDUCATION: We will host educational panels, informational workshops, and non-profit partnership events as part of an ongoing community education and engagement effort. Education is critical in demystifying cannabis and breaking down the barriers and stigma that prevent many from feeling comfortable asking questions about appropriate use. Topics for this education range from cannabis-specific (understanding dosing and your body) to public safety (how to store cannabis safely at home). These will be led by Embarc team members and external subject matter experts as appropriate.



SENIOR OUTREACH: Seniors are one of the fastest-growing consumer demographics for cannabis, but they are also the most likely to be susceptible to cannabis' long-lasting stigma. Therefore, it is important to create an atmosphere that makes seniors in the community feel as though they are a part of and welcome at Embarc. Employing seniors within the store is critical in breaking down that barrier.

In recognition of the tremendous medical benefits cannabis can provide this demographic, Embarc is committed to ongoing education and engagement with the senior community to dispel the myths, eliminate the stigma and provide education without a sales pitch to help seniors navigate this new normal. We will explore opportunities to partner with senior citizens' groups and organizations to provide free education workshops on CBD, THC, medical cannabis, dosing, and more. Topics will include cannabis basics, cannabis and pain, cannabis and sleep, and more. In recognition of fixed incomes, we will also provide a discount to senior citizens.

MENTORSHIP: Embarc has implemented a mentorship program that pairs entry-level employees with more seasoned team members to cultivate passions and provide meaningful feedback on how to continue professional development and growth. Please see Section D: Labor & Employment Plan for an explanation of Compass, Embarc's mentorship program.

LOCAL BUSINESS PARTNERSHIPS: Embarc will do its part to support working families by keeping dollars local, thereby growing the local economy. This support drives local tax revenues, which in turn supports our tax base and vital local services. It is our intention to obtain goods and retain services from locally licensed small businesses, including but not limited to construction services; landscaping services; maintenance and janitorial services; ongoing IT services; security services; miscellaneous professional services; local artisan goods/products; and most importantly—our employees. Chamber of Commerce membership will provide a great network of local business contacts for these and other vital components of keeping our dollars local.

In addition to hiring local employees, partnering with local vendors, and relying on local goods and services, Embarc will also create meaningful partnerships with local businesses to cross-promote and market their goods and services. Such opportunities span a variety of businesses, ranging from health and wellness (yoga instruction, outdoor gear, etc.) to restaurants, coffee shops, and entertainment. By solidifying promotional partnerships, our operations can help to drive additional customers to these businesses.

These partnerships are not just promises made but actual mandates we implement at the store level. For any Purchase Order or Service Contract to be approved, the General Manager must check a box that the contractor or vendor is based in San Pablo or Contra Costa County. If the store proposes to use a non-local service provider, leadership must explain the reasoning for selecting an entity from outside the City for review and approval and must then identify an alternative option in the County.



COMPASSIONATE USE: Cannabis is recognized as an important medical treatment option for many medical conditions ranging from seizures to PTSD to cancer and more. To help meet the medical needs of some patients who are otherwise unable to afford cannabis, Embarc will host Compassion Days and offer reduced and no-cost medicinal products to low-income and seriously ill patients. This program will be operated in accordance with regulations set forth by the Department of Cannabis Control. Patients who want to receive benefits from this program must provide evidence of residency as well as medical and financial need. Embarc already has a track record of hosting Compassion Days specifically geared toward veterans through a partnership with Weed for Warriors Project, the pre-eminent compassionate care provider for veterans.

DISCOUNT PROGRAMS: High quality, safe and tested cannabis should be accessible rather than exclusive. As such, Embarc maintains a range of discount programs intended to benefit a variety of communities, including seniors and veterans. Additionally, to encourage customers to shop during non-peak hours and mitigate traffic and customer flow impacts, Embarc often offers incentives for online order pick-up or off-hours shopping.

ADDICTION RESOURCES: We understand that admitting you need help is the first and often hardest step to recovery, and as such, we must be prepared to provide relevant resources to anyone who is willing to ask. Embarc will partner with local community health organizations to make resources available regarding addiction recovery and will maintain materials onsite for such requests.

Property Improvements

To bring its consumer experience and aesthetic to life, Embarc will undertake tenant improvements at the site, resulting in the transformation of a traditional retail space into a secure and compliant high-end retail boutique. Our construction team has completed all necessary diligence and our plan includes the following:

EXTERIOR

Creating an exceptional customer experience begins the moment someone arrives on-site. We intend to transform the existing structure—formerly a 7-Eleven—into a secure, welcoming, and visually refined storefront that reflects the community’s character and our brand’s commitment to excellence. Though the building’s structural condition is sound, our planned exterior improvements are extensive and thoughtful, focusing on both aesthetic quality and public safety.

ADA COMPLIANCE & SITE ACCESSIBILITY: As part of our site upgrades, Embarc will ensure that all approaches, pathways, and entries are fully ADA compliant. We will conduct a site-wide accessibility audit and make any necessary minor repairs to parking areas, curb ramps, and walkways to ensure safe and equitable access for all.

DOORS, WINDOWS, AND PRIVACY ENHANCEMENTS: Although the existing doors and windows are structurally intact, our Security Director will conduct a full review to determine whether replacement or reinforcement is needed. If security can be enhanced through upgraded glazing



or framing, Embarc will invest accordingly. Windows will feature tasteful tinting to maintain privacy without compromising natural light or the site’s welcoming appearance. No cannabis products will be visible from the exterior.

COMPLIANT AND TASTEFUL SIGNAGE: Our signage will display our wordmark—“embarc Dispensary”—alongside our globe-and-wings logo. This signage will be professionally fabricated, appropriately scaled to the façade, and fully compliant with City of San Pablo signage regulations. All necessary signage permits will be obtained prior to installation. No imagery or text appealing to youth or promoting consumption will be present on exterior signage.

WAYFINDING & REQUIRED NOTICES: All required signage—including notices regarding the prohibition of on-site cannabis consumption and entry restrictions—will be prominently and legibly displayed near entry and exit points in multiple languages if necessary. Additionally, we will incorporate subtle wayfinding elements for accessibility, bicycle parking, and pedestrian entrances.

SITE INTEGRATION & NEIGHBORHOOD HARMONY: We are committed to ensuring that Embarc San Pablo integrates seamlessly with the Mission Plaza environment. The property is shared with complementary tenants such as Modern Nails and Ed Hernandez Karate (whose owner is a member of our Community Advisory Board) and is adjacent to established businesses like Pizza Hut and 98 Bargain Center. Our design approach is sensitive to this context, maintaining a neutral, professional exterior presence that complements rather than disrupts the existing commercial landscape.

INTERIOR

Our interior transformation will be both comprehensive and intentional—designed to reflect our brand’s ethos of exploration while meeting all local codes, ADA requirements, and operational needs for a modern cannabis dispensary. We are reimagining this former 7-Eleven into a warm, efficient, and fully compliant retail environment that elevates the customer experience.

CONSTRUCTION & FUNCTIONAL IMPROVEMENTS: Extensive tenant improvements will be undertaken to reconfigure and modernize the space. Our construction scope includes:

- **Selective Demolition:** Removal of interior walls and non-structural elements to accommodate a modernized floor plan tailored for secure retail cannabis operations.
- **Back-of-House Reconfiguration:** Construction of a new vault-like secure inventory room, staff workspaces, and administrative offices to support day-to-day operations and ensure compliance with cannabis handling protocols.
- **Restroom Upgrades:** Renovation of restroom facilities to meet or exceed current ADA accessibility standards.
- **Framing & Floor Plan Buildout:** Installation of new interior framing to reflect our proposed operational layout, including a Screening Lobby, point-of-sale areas, and back-of-house area.



- **Mechanical, Electrical & Plumbing (MEP):** Our MEP engineers have confirmed that existing utilities are sufficient, but upgrades will be performed as necessary to meet modern commercial standards. This includes new lighting, HVAC improvements, and possible plumbing enhancements to align with building code requirements.
- **Infrastructure Enhancements:** Installation of drywall, flooring, and low-voltage systems.
- **Fixtures & Furnishings:** Final buildout will include the installation of custom cabinetry, display cases, and seating—each element chosen for both function and aesthetics.

DESIGN PHILOSOPHY & BRAND EXPERIENCE: Embarc’s interior design draws deeply from the spirit of travel and global discovery—an ethos symbolized by our globe-and-wings logo. Every detail within our San Pablo location will evoke the feeling of setting off on a new journey, turning a cannabis purchase into an experience of exploration.

- **Interior Design:** Customers will enter into a world inspired by the golden age of travel. This creates an atmosphere that’s sophisticated, nostalgic, and entirely unique in the cannabis retail space.
- **Lighting & Atmosphere:** The interior is intentionally bright, with ambient lighting and a color palette that encourages relaxation, discovery, and joy. Every space is designed to feel welcoming and accessible.
- **Functional Flow:** Our layout is highly intentional, offering intuitive customer wayfinding from the Screening Lobby through to checkout. Retail areas are organized to minimize bottlenecks and ensure privacy while maximizing operational efficiency.
- **Customer Comfort:** The journey continues through curated display areas where guests are invited to learn about products at their own pace, assisted by trained staff in a comfortable, uncluttered environment.

COMMUNITY-FOCUSED LAYOUT: Embarc’s interior not only meets our operational and branding goals—it also reflects our commitment to being a respectful and low-impact neighbor:

- The Screening Lobby provides a structured and distinct point of entry, reinforcing ID and age verification while maintaining a welcoming feel.
- The Retail Area is organized to efficiently accommodate customers without overcrowding, with clearly marked pathways and stanchions to guide foot traffic.
- The layout prevents customer overflow onto sidewalks or public spaces, aligning with community expectations and helping to ensure a calm, respectful atmosphere in the surrounding area.

SECURITY INFRASTRUCTURE



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Economic Incentives

As noted above, our internal Community Investment Fund is funded by 1% of gross receipts, governed by the Community Advisory Board, and reinvested quarterly into the community based on local needs and priorities. In addition, the City of San Pablo will also receive a 5% gross receipts cannabis tax, bringing meaningful public revenue. Over the first five years of operations, our combined tax and CIF contributions are projected to generate a significant financial benefit for the city.



SIGNATURES.

The application must be signed by all applicants, certifying the accuracy of submitted information, and by all property owners, certifying their approval of the use of the property for cannabis retail.

We understand that the application must be signed by all applicants and property owners, certifying both the accuracy of the submitted information and approval for cannabis retail use on the property. We are fully prepared to execute the necessary forms once provided, and appreciate the City's guidance in facilitating this next step.

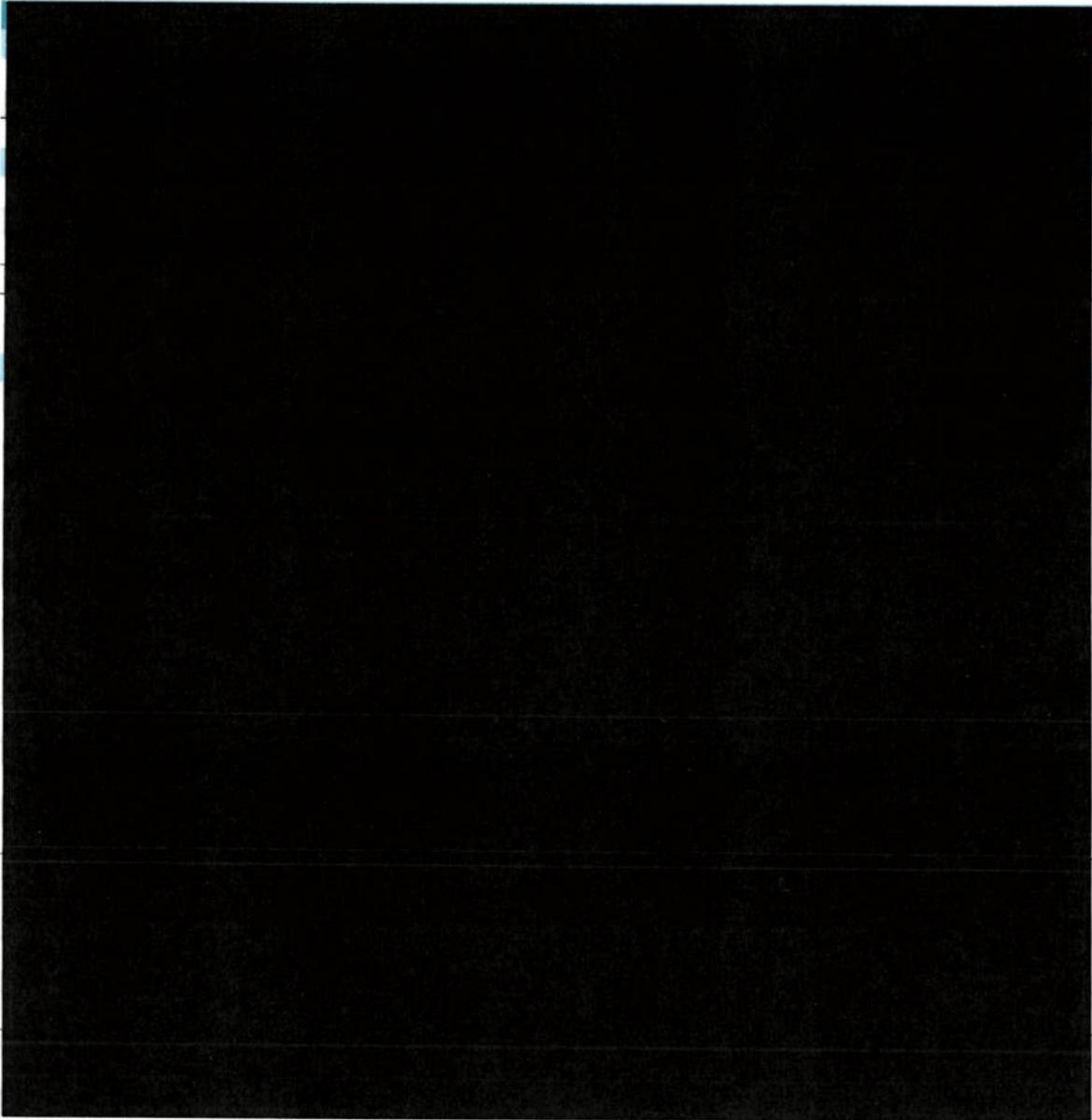
HAZARDOUS MATERIALS.

If hazardous materials will be used, a completed building occupancy classification form must be provided identifying all such materials proposed for storage, use, or handling.

Embarc will not utilize any hazardous materials as part of its retail storefront or delivery operations and will utilize environmentally friendly cleaning supplies as appropriate for the regular maintenance of a clean and orderly facility.

PRO FORMA.

Three years of operational financial projections including assumptions for revenue, customer volume, product costs, employee compensation, equipment, utilities, and other operational costs.



FEES.

Payment of the application fee as established by City Council. Applicants must also reimburse the City for any staff time and resources expended in excess of the application fee.

We are prepared to promptly submit payment of the required application fee as established by City Council. Please advise once the invoice or payment instructions are available. We also understand and acknowledge our obligation to reimburse the City for any staff time and resources expended beyond the application fee, as outlined in the municipal code.