

COMMUNITY RELATIONS

PLAN:

A plan describing who is designated as being responsible for outreach and communication with the surrounding community, including the neighborhood and businesses, and how the designee can be contacted.

As previously noted in our Neighborhood Responsibility Plan, Embarc believes operating a cannabis business is a privilege and not a right and that a successful business model is predicated on consistently engaging the community to ensure transparency, integrity, and collaboration. Based on our experience operating compliant retail and delivery operations in other communities, we understand that proactive outreach and accessibility are vital to addressing concerns early and preventing issues from escalating.

PRIMARY DESIGNEE (DAY-TO-DAY COMMUNITY CONTACT): Once hired, the General Manager (GM)—who will live locally—will serve as the primary point of contact for community relations, outreach, and day-to-day communications with neighbors and nearby businesses. The GM will be responsible for receiving, logging, and responding to inquiries and concerns, coordinating resolutions, and ensuring timely follow-up.

HOW THE DESIGNEE CAN BE CONTACTED:

- Embarc will provide neighboring businesses and residents within 1,000 feet with the General Manager's contact information (name, phone number, and email) once the GM is hired.
- Embarc will also maintain a 24-hour telephone number (community hotline) for complaints and inquiries regarding the operation. A manager will be responsible for receiving, logging, and responding to communications daily in accordance with Embarc's written complaint-response protocol.

ESCALATION & OVERSIGHT: In addition to the General Manager's day-to-day responsibility, Embarc's Public & Government Affairs Team will support community communications as needed, and Embarc's owners and founders, Lauren Carpenter and Dustin Moore, will be available for escalation of any significant community concerns to ensure accountability at the highest level and to reinforce Embarc's commitment to being a responsible neighbor.

OUTREACH APPROACH: Embarc will proactively engage surrounding businesses and community stakeholders prior to opening and on an ongoing basis. This includes outreach to neighboring businesses to share operational information, identify partnership opportunities where appropriate, and ensure community members know exactly who to contact with questions or concerns. Embarc will also host community engagement opportunities such as open houses and ongoing "listening sessions" to maintain transparency and incorporate community feedback.