

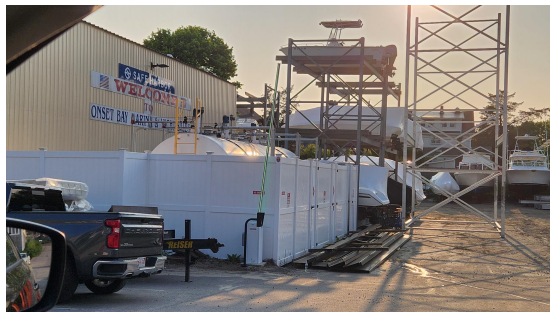
May 24, 2023

Dear Mr. Turner, Mr. Chairman and Board Members,

As a direct abutter (12 Green Street, Onset) to Safe Harbor Marina at Onset Bay, or SHM Onset Bay, LLC, and a full time actively involved resident of Onset MA for over 20 years, I would like to express my concerns regarding the improvements, renovations and construction that have been underway since October of 2022. It has been my understanding that SHM, represented by their attorney, Steven Guard, Guard Law, LLC sought to repair & re-build the sea wall, bulk head, on the lower portion of their property to improve the structure & environmental run-off issues. I only became aware of the request for new & permanent boat racks to be installed when I received a notice from the town for the April 26, 2023 meeting. As I was out of state on a business trip, I emailed Jonathan at the Zoning board my concerns based on the little knowledge that I was able to acquire during the short time since I became aware of their true intentions.

Evidently there was also a town hearing in October of 2022, to which I was never notified. Who is responsible for notifying direct abutters of such hearings? Why was I not informed?

This procedural & ethical oversight echoes the manner in which SHM proceeded when they moved their gas tank above ground (again an environmental improvement) & sought to re-locate it parallel to Green Street at the edge of their property where it posed significant safety concerns for the homes within feet of it's location. Little was shared with the abutters until it was "too late". Their argument was that it would cost too much to locate it elsewhere on the property, bends in piping increased their budget significantly. After the appropriate boards listened to our concerns, SHM worked with it's neighbors to position the gas tank to the rear, (North side) of the dilapidated sheds & agreed to surround the tank with fencing that exceeded the height of the tank. This was not an ideal solution to the issue, but we agreed to it as they conceded to our concerns & construction was once again already well underway. Please note, (and can be seen photograph below taken 5/21/23) the fence enclosure still does not exceed the previously agreed upon height of the gas tank. And the new racks are already being constructed, the second photo demonstrates the excess in height of the surrounding structures.



You may & can all argue that we don't have a leg to stand on when it comes to the visual impact of our neighborhood, but as a marketer & professional who has been in the design field, both residential & commercial construction for over 20 years, I firmly believe that we need to hold true to some reasonable standards of aesthetic so as not to compromise the integrity of our Victorian village nor exceed the proportional reasons of the footprint of our neighborhood. The oversight of such changes seems to fall onto the residents shoulders to advocate for it.

SH Marina's track record in transparency has not been good. I, and likely other neighbors were swooned by the plans that we were shown for the relocation of the office & paint shed to the North West corner of the property parallel to Maple Street & perpendicular to Grey Street. When shown their plans in January of 2021, (John Boone reached out to me in an e-mail requesting my support & to encourage the neighbors to as well) I was impressed by their plan to remove the existing sheds that are dilapidated, often in high winds panels of metal fly uncontrollably off of the structures which poses a tremendous safety threat to pedestrians, cars & homes all within feet of the structures. I was dazzled by the concept that they would open up access to the small beach area with a pool & improved amenities for their clients. I was sold on the idea that my property value would only increase as these improvements were made. I became an Ambassador in the neighborhood & community for their upgrades. There has been no correspondence from the Marina since. And when queried on the progress of these plans at the Thursday May 18th meeting, they looked dumfounded & expressed their desire to hopefully one day embark on the project but indicated that they needed the revenue they will be bringing in by the 30+ new racks & the 12 new boat slips in order to fund the project. Displays a lack of foresight on Safe Harbor Marinas business plan, but representative of their claim in their 2021 Sustainability Report that they "do not yet have a firm baseline for many of our environmental and social metrics". But does align with their "Materiality" assessment "...to find out what mattered most to our business, our key stakeholders, and to identify our biggest impacts and opportunities."

We are currently in an investment and growth phase of our business lifecycle. Therefore, we refrained from quantitative target-setting because we do not yet have a firm baseline for many of our environmental and social metrics. Once our baseline is established, we look forward to target-setting in a strategic and thoughtful manner.

MATERIALITY

When we began our sustainability journey, we wanted people – rather than ratings or indices – to help us chart a course. In 2021, Safe Harbor conducted its first materiality assessment to find out what mattered most to our business, our key stakeholders, and to identify our biggest impacts and opportunities.

During the May 18th meeting they also noted that they would need the cooperation & support of the neighbors to embark on the lofty phase of restructuring the layout of the marina in it's entirety. Seems to be a clear situation where their company morals are to proceed with improving their revenue & bottom line & ask for forgiveness after. Poor business practice, un-neighborly & should not be tolerated by this community. Not exactly demonstrative of their Pillar 1 – Culture of Character also found in their 2021 Sustainability Report

CULTURE OF CHARACTER

Our leaders understand that our future depends not on big things, but rather the small things, carried out in ordinary moments, with excellence, service, and good character. Character does not change under pressure or due to circumstance – it is defined as the person you are when no one else is watching.

What sets us apart? From C-suite to dockhand, character is valued above all else.

Over the course of this winter I have endured the incessant drilling, that has been shaking my house, literally my bed every morning banging up against the wall. The structural integrity of my home has been negatively impacted in ways that have likely taken 10 years off of it's life. My floor boards sag now on either side of their supporting beams, my wainscoting has come away from it's connections. All under the impression this was needed work to be done to address the Environmental improvements they were undergoing by replacing the compromised sea wall & bulk head. All work that I tolerated & never complained about because I believed it was the best thing for the community, environment & waterways & because frankly, I'm a pretty good neighbor. It only occurred to me when I received the hearing notice in April that this was all in preparation for new rack installation.

There are major safety concerns & threats which were made extremely apparent during a storm in April of 2020. I witnessed 3 boats, fly and slip off of the racks both on the South end of the property & at the temporary movable racks on the East side of the sheds. Apparently according to their 2021 Sustainability Report, their culture of safety extends to their "team mates, their members, tenants and third party contractors" but they also note that they "aim to set an example for others at and around our marinas."



These are my main concerns and issues that I, and many others respectfully ask the board to consider.

1. Would like the board to produce & make accessible to myself & the concerned parties **the Conditional & Limited variance granted to the marina in 1973**. It is extremely relevant to SH Marinas case as they keep referring to these new racks as being "grandfathered" in. Would like to note that in my opinion, regardless of the 1973 variance, the proposed new racks are permanent structures that exceed a reasonable height both in regards to safety, visual integrity & the reasonable maximum capacity of the footprint of the boatyard.

2. Would like the board to **require and perform an Impact Study** of the cumulative effect of increasing the boat capacity by 30 plus rack stored boats & 12 newly built dock slips. In it's affect on traffic congestions, pedestrian safety, neighborhood footprint, noise implications/ordinances, the capacity of their footprint & the general aesthetic of our community. As well as the Sustainability of our homes, roads & safety. The marina has acquired larger, heavier equipment in order to accommodate the larger boats that they are now storing, moving & launching that has already impacted the structure of the roadway. Ask that the zone of the property & surrounding homes be clearly identified as to which area, specifically acquired lots are commercially zoned & the by-laws that outline the restrictions of use & capacity and their impact on the residential abutting properties. It is my understanding that SH Marina purchased the residential deeded lots on the Maple side of Campbell Street. When was this purchase made? Who approved it? What variances or permits were required to transfer these lots from Residential use to Commercial use. Have they been re-zoned? Why have I not been notified of this? And include the definition of a Marine District & it's commercial uses in relation to abutting residential properties & zones.
3. Explain why was there **negligence in notifying** the neighbors, abutters of their true intentions & hearings in both October of 2022 & April of 2023 & provide ample documentation & notifications moving forward. To avoid future miscommunication.
4. Would like the board to **urge SH Marina to discontinue the use & construction of the "temporary" movable racks** that are situated seasonally on the East side of the shed as they pose structural safety issues, (shimmied & levelled by rotten bits of wood) have been known to have boats fall & fly off of them during a storm of April 2020 & are situated within 50feet of my property line. And furthermore increase their storage and service capacity.
5. Request **a report from the Conservation committee** of their findings of the removal & dumping of the dirt excavated from the area where they have poured new footings for the proposed new racks. It currently has been dumped at the North West corner of the property closest to Gray Street.
6. Request **documentation & clarification of a variance or permit** & the process in which it was necessary to have obtained permission to install a new, not pre-existing, brightly lit parking gate that appeared last season to aide in controlling the parking problem that currently exists at the boat yard, (before any additional boat storage has even been added). It causes traffic jams when customers do not know how to operate it properly & is a visual nuisance at night glaring into my windows.
7. Would hope that **the board considers the integrity of the business practices of SH Marina** and it's representatives in relation to these matters. Their contribution financially to this town, village & community & it's stakeholders who they carefully consider in their sustainability report, should be weighed equally to the residents before you as Wareham stakeholders. With every tax bill, water & sewage bill I pay, I increasingly become a shareholder in this community. This is my children's hometown and should be preserved thoughtfully in perpetuality to the best ability of all parties involved.

8. Finally, until the above matters have been appropriately addressed **enforce a cease of any further construction, building, erecting, progress on the disputed installation of new racks.**

It is of my opinion, having seen these proposed new permanent racks being constructed, knocked together really, not carefully engineered as claimed by representatives of Safe Harbor, since Saturday May 20th in my "front yard", that they can easily be re-engineered, re-constructed if you will, to fit within the height & capacity of the pre-existing boat racks. And is not too far along the process for modification that would suit all parties involved who are equal Stakeholders & should be considered as such.

To Safe Harbor representatives here this evening I encourage you to find your "unwavering character that does not change under pressure and is defined by who you are when no one else is looking." Remind yourself of your companies commitment to it's Code of Ethics and Business Conduct. Your companies compass of core values, endorsed by the CEO himself, Baxter Underwood, which includes "practical information on & guidance in navigating difficult situations in our business context." Relative topics include, Due Diligence & Fair-Dealing. We all recognize that this is clearly a "difficult situation" to navigate. To the board and it's members I urge you to carefully consider our towns business partners, their practices impact on the integrity of our community & to be mindful of their intentions & the ramifications of their business dealings for generations to come. To beware of their end goal & it's commitment not to our community but to its stakeholders. To hold them accountable for their Code of Ethics & their claim that they "foster a collaborative and caring culture that pursues integrity, humility and taking care of each other." And lastly, I invite you all to visit our neighborhood & see for yourselves the evidence of the impact this is having and why we are concerned and vocal and intent on preserving our neighborhood.

Many thanks for your attention to these matters,

Rebecca Hemsley-Gakidis

12 Green Street, Onset MA

OUR CODE

Our Code of Ethics & Business Conduct ("Code") applies to all our Teammates, as well as our business partners, third parties, contractors, and joint venture partners. Responsibilities for implementing policies contained within the Code, including appropriate responses to reports of violations, are clearly outlined in the Code itself. The Code includes practical information in a Q&A format to provide guidance on navigating difficult situations in our business context, including how to report known or suspected ethics violations. Topics covered by our Code include, but are not limited to:

- Due diligence
- Ethics reporting
- Non-retaliation
- Non-discrimination
- Anti-harassment
- Workplace health & safety
- Fair dealing
- Conflicts of interest
- Gifts & entertainment
- Working with government
- Information & asset protection
- Anti-corruption & bribery
- Anti-money laundering
- Collective bargaining agreements

Our Code of Ethics & Business Conduct provides practical information that provides guidance on navigating difficult situations in our business context.

SAFETY FOR MEMBERS & THIRD PARTIES

The culture of safety we promote for our Teammates also applies to our Members, tenants, and third-party contractors.

Our properties are equipped with proper illumination, signage and areas specifically demarcated for boat maintenance. Additionally, where appropriate, we provide used oil recycling, sewage pump-out, and fish waste collection stations. General Managers are tasked with addressing any safety-related issues directly with Members as they arise, as we aim to set an example for others at and around our marinas.

Safe Harbor holds all third-party boat maintenance contractors to the same safety and environmental standards as ourselves, and all third-party businesses must provide proof of adequate insurance. In the future, we hope to explore other methods of communicating safety requirements to prospective Members and other third parties, including but not limited to trainings and workshops.

THIRD PARTY ASSURANCE

Lastly, property compliance with our EHS programs is audited by an independent third party, and timely corrective actions are implemented if necessary. This occurs annually for "high risk" properties or those with high activity levels, and every 2-3 years for "low risk" properties.

