



297 Newbury Street, Boston
Boston Cannabis Board Presentation

About Ember Gardens

- **Full Vertical Company** - Adult-Use Marijuana Cultivator, Product Manufacturer, Retailer and Home-Delivery
 - Currently possess provisional licenses for cultivation and manufacturing –issued in April 2020.
 - Efforts underway to secure Home-Delivery license.
 - All other licenses besides this retail application are to be located outside of Boston.
- **A true local company** - Founded by Massachusetts natives.
- **Experience** – Our company has over 20 years combined experience in the legal cannabis industry, including retail operations.
- **Focus on Equity** - Two of the original three founders are in the CCC Social Equity Program due to past cannabis legal issues. Joseph Hoffman, our partner in Boston, also qualifies as Boston Social Equity. Our plans on addressing equity in this industry reflect our own company makeup as is addresses throughout this presentation.
- **Organic Products** - A focus on providing a range of true-organic products, Ember Gardens will provide high-quality cannabis products to our customers. Our cultivation will take place in eco-friendly greenhouses, utilizing growing techniques that use natural nutrients, pest-control, etc. Our manufactured products will also follow the same organic principals.



Operational Approach

- **Appointment Based Service** – Due to the size and location of the dispensary, we intend to create a crowd-control focused operating model both within and outside of the building. The main pillar to achieve this is by making all customer traffic appointment based. Customer's will book timeslots online or at the door for service during the hours of operation. This will eliminate the long lines outside of the building that has plagued other dispensaries in high-traffic areas. Appointments be booked online/digitally, over the phone, or in person.
 - **Exterior Crowd Control** – Outdoor security personnel will prevent loitering in front of building and direct customers who are early to their appointment to visit other businesses in the area until their service time. They'll prevent any double-parking and direct customers to partner parking garage
- **Limited Product Selection and Purchase Minimum**– To maintain the theme of being an upscale establishment to fit in with the character of the neighborhood, our location will only offer certain product types. For example, we **will not sell low-cost single-unit items** to customers, such as single use joints. This will lessen the chances of immediate use near the location and limit our customer traffic to those making larger purchases to be consumed over time. Customers will also need to **spend a minimum of \$30 dollars** per visit in order to complete a purchase. This information will be given to customers as they make their appointments, so they know in advance.
- **Subtle Marketing**- In order to achieve our goal of being able to fit within the character of the neighborhood, we will present an under the radar store front that will not indicate we are a cannabis dispensary in anyway – no cannabis leaves, etc. We will work with all relevant City and Back Bay agencies on this proposed signage.

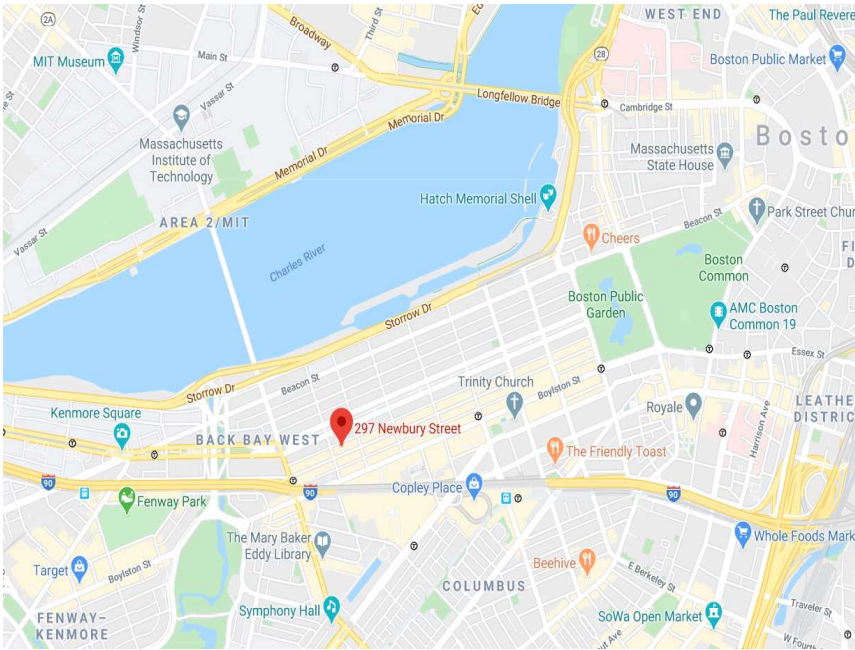


Hours of Operation

- **Public Hours** - Our proposed operating hours will for the general public will be from 11:00 AM to 7:00 PM – Monday through Sunday.
- **Back Bay Resident Program** – From 7:00 PM to 8:00 PM each day, the appointment slots will be reserved for those who reside in the Back Bay neighborhood. This will ensure that the members of the local community that we reside in always have an opportunity to shop at our location. To maintain the same customer control as the rest of the day, the Back Bay residents will still need to book an appointment through the usual channels. Proof of residency will be required to enter during this time slot.



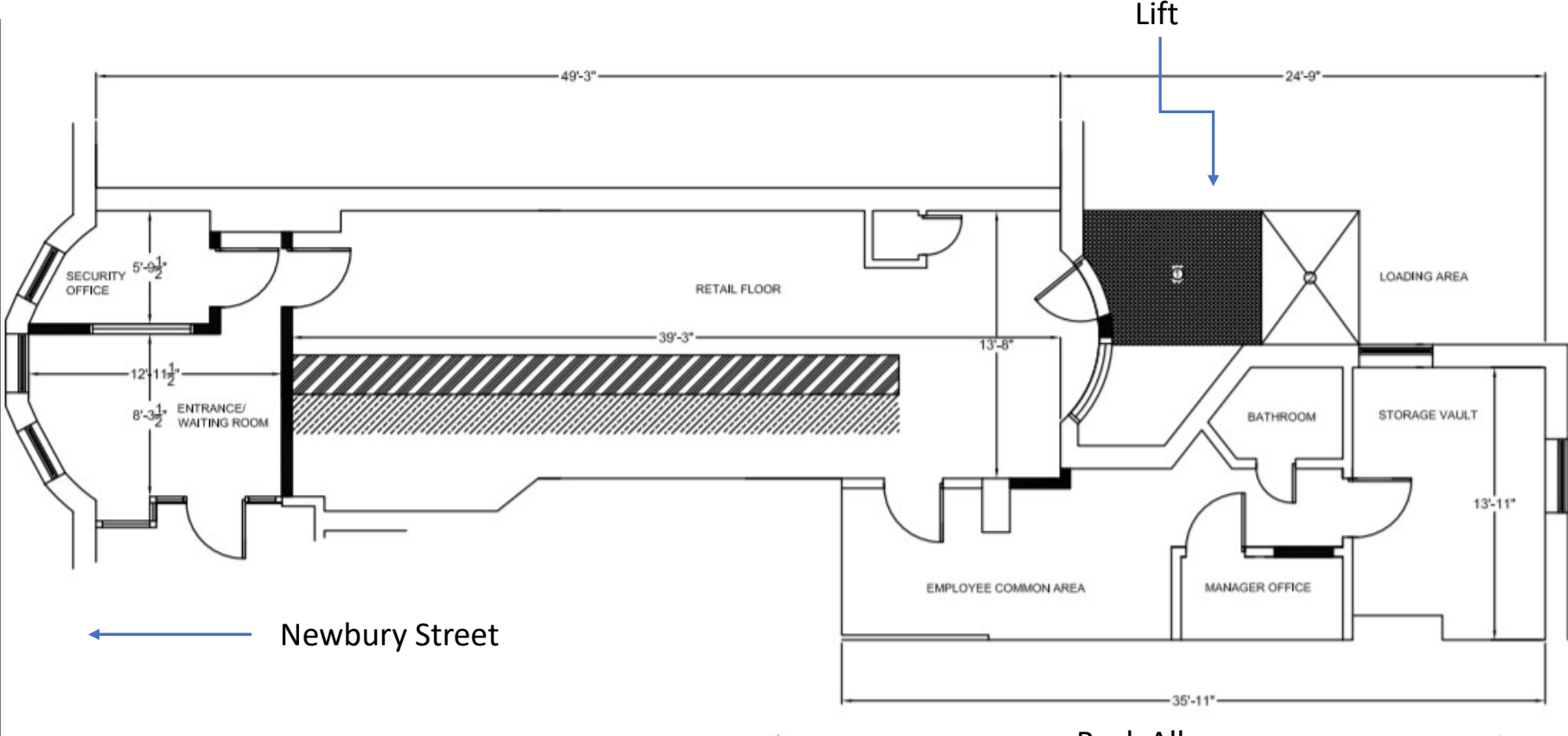
297 Newbury Street Property



- On a block with back alley access
 - Includes parking space available for our compact van for product and cash delivery/pickups.
- On a block with 14 other retail/restaurant businesses (not counting across the street).
- Building only contains commercial businesses – no residential units within the building.



Interior Layout



Interior Layout – Description

Boutique-Styled Store

- Roughly 1,300 sq. ft. of space, most of which is retail/showroom area.
- Includes a waiting area for those early for appointments.
- Includes back entrance via a lift for customers with accessibility challenges as well as serving as a more discreet entry/exit for inbound/outbound deliveries of product and cash.
 - Back entrance to adhere to same security practices concerning identification as front entrance.
- Includes a secure vault area for product.
- Cameras will cover all rooms (except the restroom) – as well as the front and rear outdoor areas.



Ember Gardens Positive Impact Plan



Scholarship Funding & Internship Programs – At Ember Gardens, our goal is to help diverse groups and those impacted by the “War on Drugs” to enter the cannabis industry. Two programs, highlighting education and offering hands-on experience will allow us to fulfill this goal.

The first program is to provide the funding for program participants to attend the numerous cannabis education or business programs, courses and seminars.

In the second program, Ember Gardens and Cannabis Center of Excellence plan to partner to develop an internship program. CCOE will identify applicants for the program based on requirements given. Minorities for Medical Marijuana, a national advocacy organization for minorities into the industry, will also assist in this effort.

Those that will be eligible for the programs must satisfy the below conditions:

1. Fall under one or more of the following categories: Minorities; Women; Veterans; Persons with Disabilities; Immigrants; People of the LGBT+ community.
2. Reside in one of the 29 areas of disproportionate impact in MA (designated by the CCC) – including Boston.
3. Be at least the age of 21 and be able to pass CCC mandated background checks.

We aim to achieve this goal through partnering with several cannabis advocate organizations across the state, starting with the Virtual Cannabis Center of Excellence, INC. (CCOE, INC.), a registered 501c3 non-profit organization that conducts citizen-science focused population studies and programs in the areas of community engagement, medical cannabis, adult-use cannabis, and social justice in the cannabis industry. The CCOE serves as a virtual resource & network of cannabis industry professionals, academics, policy makers, healthcare providers, consumers, and patients who aim to break the stigma and advance social justice in the cannabis industry. We have since added Minorities for Medical Marijuana and will continue to add other partners to help us identify applicants interested in our program.

Ember Gardens Positive Impact Plan – Boston Program

Internship & Scholarship Program Commitments for Boston residents:

- Full-time Internship: 4 internships per year (Paid internship)
- Part-time Internship: 4 internships per year (Paid internship)
- One day "tour": A minimum of 5 per year
- A minimum of 1 individual from each of the identified groups in Section 1 of the eligibility section in the previous slide will have either a full or part time internship. See separately submitted documentation for internship details.
- Each intern program participant (full-time or part-time) shall be given a stipend of up to \$4,000 to use towards a cannabis related course or training seminar of their choice. Intern to present costs of course/program prior to stipend being distributed – timing does not need to be concurrent to onsite internship. We hope to partner with local colleges and universities in the future to help standardize this endeavor.

Tracking Program Success for Boston:

- Tracking Employment: We will track by employment metrics of the all the program participants to understand our success rate of program's ability to get individuals into the industry. Beyond tracking employment, we will send surveys to assess what different types of wages, management level, industry segment, etc.
- Courses Completed: We will keep track of the effectiveness of our scholarship program by requesting certificates of completion from all participants who receive the stipend.



Hiring Plan – Staff & Compensation

- **Projected Staff** – We anticipate having 20-25 full and part-time staff at this location. This includes general managers, budtenders (retail associates), and security staff.
- **Wages**
 - Retail Associates: \$19+ (per experience) per hour (full-time and part time staff).
 - Security Staff: \$19+ (per experience) per hour (full-time and part time staff).
 - General Managers – Salary of \$75k to \$100k depending on experience.
 - Wage policies shall use the Boston Jobs and Living Wage Ordinance as guideline to ensure livable wages are given to all employees.
- **Benefits - All employees will be offered paid benefits including**
 - Paid health insurance.
 - Paid transit subsidies (such as payment/reimbursement of public transits expenses).
 - Paid vision and dental benefits.
 - Paid maternity and paternity leave (4 weeks and 2 weeks respectively).
 - Set up a 401K program for employees and provide a company match of 25% of funds invested by the employee.
 - We will provide funds for employees to pursue cannabis related education courses, which if completed will offer a path for pay increases along with better preparing our workforce to become successful in the industry.
- **Employee Profit Sharing** – In order to bring the financial upside of this industry to benefit all our employees, we will institute a profit-sharing program for all full-time and part-time employees that work for our company for at least a year. We will give the employees of this location up to 5% of the store's profits (full 5% will become applicable after employee vesting is completed). This will not only give back profits into the community through our employees but also help us retain the best staff possible for our flagship location, creating careers rather than low wage, temporary jobs.



Hiring Plan – Workforce Composition & Employee Policies

COMPOSTION

- **Boston Locals** - Our commitment is to have **100% of staff who work full-time at the Newbury Street location be residents of Boston**. This is to make sure our dispensary has the local experience for customers, and for us to provide jobs to the city that is hosting our dispensary.
- **Diversity Hiring** – Following our broader company goal of creating a diverse working environment, our flagship dispensary will designate **50% of its staff to be female and/or minorities**, . We will also ensure that 50% of the management working full-time at this location will be either female and/or a minority as well.
- **Hiring Individuals w/ Criminal Records**– Follow a commitment to get those previously associated with the criminal past of cannabis (such as our founders), this location will commit to having **20% of its staff being individuals with prior criminal records**.
- **Other Preferential Hiring** –Our company will institute preferential hiring policy for those who qualify as veterans, have disabilities, immigrants, or those who identify as part of the LGBT+ community.

POLICIES

- **Employee Hotline** – Employees will always be able to contact company management/HR Department about complaints, concerns or issues through a setup hotline number. The hotline will give them the option to do so anonymously if they choose. Our company will also install a strict “Non-Retaliation” policy – that no employees who in good faith reports a violation of Ember Garden policies, or law shall suffer harassment, retaliation or adverse employment consequence.
- **Training and Career Advancement** – We will create Standard Operating Procedures across all positions covering all the various functions expected for that role. We also will establish a training onboarding period for all new employees where they will be able to shadow an experienced staff member to become comfortable on the job. Our company will institute an initiative to help mentor and train our employees (also through paying for courses) to help them pursue their ow cannabis career goals – whether within Ember Gardens or elsewhere.
- **Company’s Labor Peace Position** – Our company is willing to negotiate in good faith with our employees on any labor peace agreement/employee union/organization if the matter arises.



Hiring Plan – Recruiting Program

- **Neighborhood Job Fairs** - We will hold training sessions across all the neighborhoods of Boston to encourage and assist individuals in the following groups: minorities, women, veterans, persons with disabilities, and immigrants, to become involved in the legal cannabis industry. Each neighborhood shall have at least one such training session per year and the advertising of these events will specifically call out the groups mentioned. These community outreach sessions can be in the form of hands-on workshops, educational seminars, or ad-hawk job fairs. Our company will also work with local job placement agencies to assist in hiring (or setting them up in our Positive Impact Plan) the previously mentioned groups to diversify our workforce. We will attempt to coordinate these fairs with other cannabis companies in both Boston and the rest of Massachusetts, to increase the chances the event attendees will be able to find employment.
- **Internship Hires** – We also will attempt to hire as many of the interns we put through our Positive Impact Plan program, which as discussed focuses on equity groups from within Boston.



Neighborhood Relations

- **Resident Letters of Support** – Our company has collected over **250 letters of support from Back Bay residents**. We have collected close to **775 signatures of support from residents of the City of Boston**.
- **Local Business Loyalty Program** – Our company has set up a business loyalty program where our company will provide discounts to customers who shop at neighboring businesses – driving up customer traffic for fellow small businesses. We so far have several businesses signed up.
- **Continuous Feedback** – Our company will continue and formalize a process to maintain an open feedback channel for all our neighbors directly with company management – which has already started in wake of our Community Outreach Meeting. Additionally, prior to making any large operational changes that may impact the neighborhood in the future, we commit to conducting a community outreach process to take in feedback and work to address concerns so that no possible disturbances will occur. The company led community outreach program will consist of direct mailing to abutters in the exact same fashion the city requires now during the application process. We will also make sure that neighborhood civic groups such as NABB and BBA are included on all future outreach communications.

EXAMPLES OF CHANGES ENACTED BASED ON FEEDBACK

- **Trash Clean Up Effort** – Based on feedback already received, our company will commit to organize and coordinate a bi-annual community cleanup event. Our company will pay for supplies, provide labor in the form of our location's employees, and offer free products for any volunteer who wishes to join our community cleanup event (whether they are from the Back Bay or elsewhere). This event will cover the entire Back Bay neighborhood and will be in the spirit of the "Love Your Block"/"Boston Shines" events held by the City in previous years.
- **Combating Hard Drug Abuse** – Also based on community feedback that indicated widespread drug abuse in the area - our company will donate annually to various Boston addiction treatment centers. Some examples below:
 - AHOPE (774 Albany Street)
 - Victory House (566 Chester Square)
 - Bay Cove Substance Abuse Center (66 Canal St)
 - MOAR- Massachusetts Organization for Addiction Recovery (29 Winter Pl)
 - Woman's Lunch Place (67 Newbury St)
- **Silent Alarms** – As long as permitted by BPD/CCC, our company will install silent alarms to ensure that no security incidents disturb neighbors. Alarms will signal to management, security personnel and BPD.



Security Plan Overview

- **Security Staff**– Headed by our **Chief of Security Aaron Washington**, our security staff will be trained professionals that will be equipped to supervise various security tasks including but not limited to customer ID processing to prevent and underage customers, observation of camera feeds, securing product/cash inflow and outflow, and incident responses. We will have **three active staff during all hours of operation** – one inside at the security checkpoint and two outside. Outside, one will always be posted in front of the location and the second patrolling the adjacent streets and alley ways – both outdoor staff members will be trained to prevent customers using product or performing secondary transactions, along with picking up of any cannabis related trash. All security staff shall be equipped to consistently monitor all live camera feeds.
- **SECURITY EQUIPMENT** – Per state regulations, our facility will be outfitted with all the necessary security equipment in order to provide a safe and secure environment for our customers and employees. The best in-class security cameras, alarms, locks, and safes will be setup and implemented by a security company with experience in outfitting cannabis dispensaries. We will ensure there are also backup systems in the event of power outages, so the location always stays secure. We also are committing to partnering with Boston Police Department in installing additional security equipment throughout the Back Bay neighborhood in order to ensure no improper sales, use or other criminal activity related to our location occurs. All locks will and security equipment will be checked daily to ensure they are in proper working order.
- **PRODUCT STORAGE** – All products will be stored in a highly-secure vault, with the only exceptions being the small sample quantities displayed on the retail floor. At closing, these sample quantities will also be returned to the vault. The vault will only be accessible to authorized personnel. Oder controls (such as carbon filters) will be put in place to ensure no smell of cannabis products impacts our neighbors and the public and will be contently maintained. Inventory checks and audits will be done daily by the General Manager to insure of no employee theft.



Identification and Plans to Prevent Diversion to Minors

- **Proper Identification** - Upon entrance, our Security Staff situated at the Security Desk shall be positively identifying all individuals seeking access to the premises of the dispensary to limit access solely to individuals 21 years of age or older. Access will only be granted to qualified customers and visitors. At the time of a customer/visitor entrance, their ID will be checked by security personnel utilizing the most modern equipment to authenticate the presented identification. Any customer or visitor who is under the age of 21 will not be allowed to enter the facility.
- Signage will be placed at all entrances to indicate the age restrictions in place.
- All customers and visitors are to present legally acceptable identification, including a driver's license, passport, or some other form of legal photo identification to verify their identity and age upon entrance to the facility to Ember Gardens' security personnel – who will be trained on identification techniques.
- Security personnel will be required to keep a log of all visitors, including a photocopy of the visitor's form of identification.
- Any individual who is under 21 shall be escorted out of the facility.
- Any individual that presents false identification documents shall be reported to local law enforcement along with a creation of an incident report that shall be sent to applicable CCC officials.
- Any Ember Gardens employee is mandated to be 21 years of age or older. Any Ember Gardens employee who is found to be under this age to fraud shall be terminated for cause immediately per termination procedures and reported to local authorities and the CCC.
- **Customer Database & Banning** – Any customer who shops at our store will have their information stored for at least 3 years in order to identify any customer who breaks the law (in relation to our dispensary) or our policies and thus be banned from future service.



Plan for Transportation

- **Product Transport** – Products will be dropped off on demand at the rear of the building, so not to disturb or create any type of security risk on Newbury St. The product drop-offs (or pickup for unsold products) will occur at times negotiated and agreed upon with our immediate neighbors in order to lessen the amount of disruption as much as possible. It will also be overseen by our security personnel, with the exact times being random and unannounced in order to prevent any security incidents. We commit to never block the alley way while conducting pickups/deliveries.
- **Cash Transport** – Our company will employ a professional cash pickup service (such as Brinks) to transport all cash funds to **our partner bank, GFA Credit Union**. These pickups will occur outside of operating store hours and will be performed at a random cadence to decrease risk. Our own security personnel will also assist and oversee the cash pickup service company to ensure an orderly and compliant process.

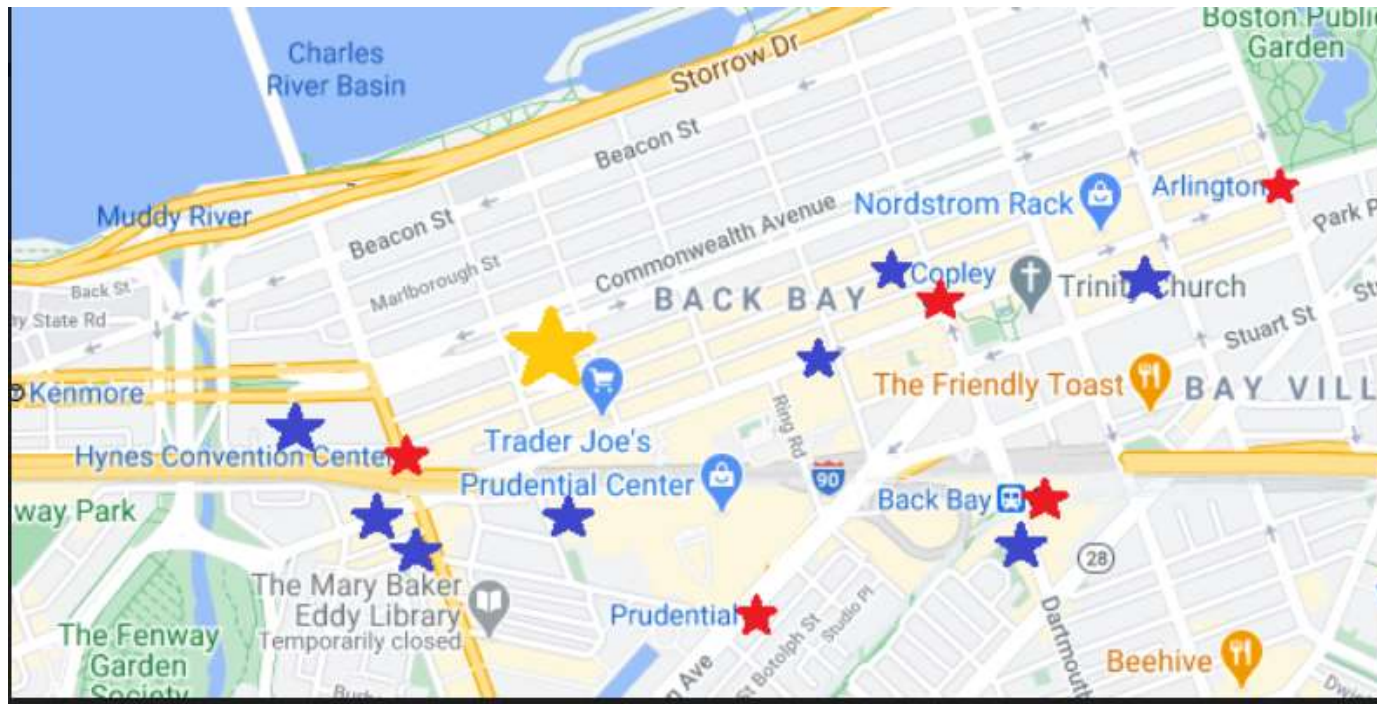


Public Transportation & Parking

- **Close to Public Transportation and a Reward to Utilize It**– The location is also close to two T Line stops. It is a 3-minute walk from the Hynes Convention Center Station and a 9-minute walk from the Copley Station. For customers that use public transportation, we will offer a discount on their purchase. This will be done by showing a recently purchased T Line or bus ticket (or proof that the customer has a monthly or weekly pass). This will incentivize customers to travel to our location in this manner and lower the amount of car traffic to an already busy area. There is also plenty of bike parking in the area. This will help our goal to make Ember Gardens become as transient oriented as possible both for both the city and our neighbors – **our overall desire is to encourage public transit use and foot traffic as much as possible.**
- **Partnership with a Local Parking Garage** – Our company is currently seeking out a partnership with a nearby parking garage to provide customers traveling to the location via their own vehicle a place to park. The parking garage directions, instructions, and other relevant information will be provided when the customer sets up their appointment. We will set up a relationship with the parking garage where we will pay for the customers ticket via a voucher. Our security guard at the front of the location will prevent customers from double-parking, kindly asking them to go to our partner parking garage. If they refuse to comply, they will not be served.



Parking and Public Transit Locations



- Gold – Our location
- Red – T-Stops
- Blue – Public Parking Garages



Contact

For questions, please email us at:

info@embergardens.com

Or visit our website: www.embergardens.com for more information.

