



# Sanctuary

Presentation to Boston Cannabis Board  
253 Tremont Street, Boston

# who we are



Sanctuary Medicinals, Inc. is a locally-owned and independently-operated cannabis company with seven operational medical or adult use establishments in Massachusetts and New Hampshire. We maintain an unparalleled track record of regulatory compliance at our facilities.



We are dedicated to excellence in our craft, which we believe can only be achieved through collaborative partnerships with our host communities, a standard of operational excellence, a laser-focus on safety and compliance, and a company ethos to further equity and inclusion within the cannabis industry.



As participants in an emerging industry in the City of Boston, we recognize that we have a unique responsibility to demonstrate what corporate social responsibility should look like, matched with the operational experience to get it done right.



Since 2019, Sanctuary has worked collaboratively to develop a cannabis certificate and micro-credential workforce development program with Mount Wachusett Community College in Gardner, a program specifically targeted towards expanding opportunity within the cannabis industry.

# the right site

Sanctuary's proposed site at 253 Tremont Street is uniquely suited for a retail cannabis establishment. The features of the site matched with Sanctuary's track record of compliance lend themselves to a safe and conveniently-accessed facility that will not pose a nuisance to the neighborhood.



**A standalone facility exclusively for Sanctuary's use**, a best practice in mitigating unauthorized access, maintaining product integrity, deterring theft, and protecting staff, customers, and the general public



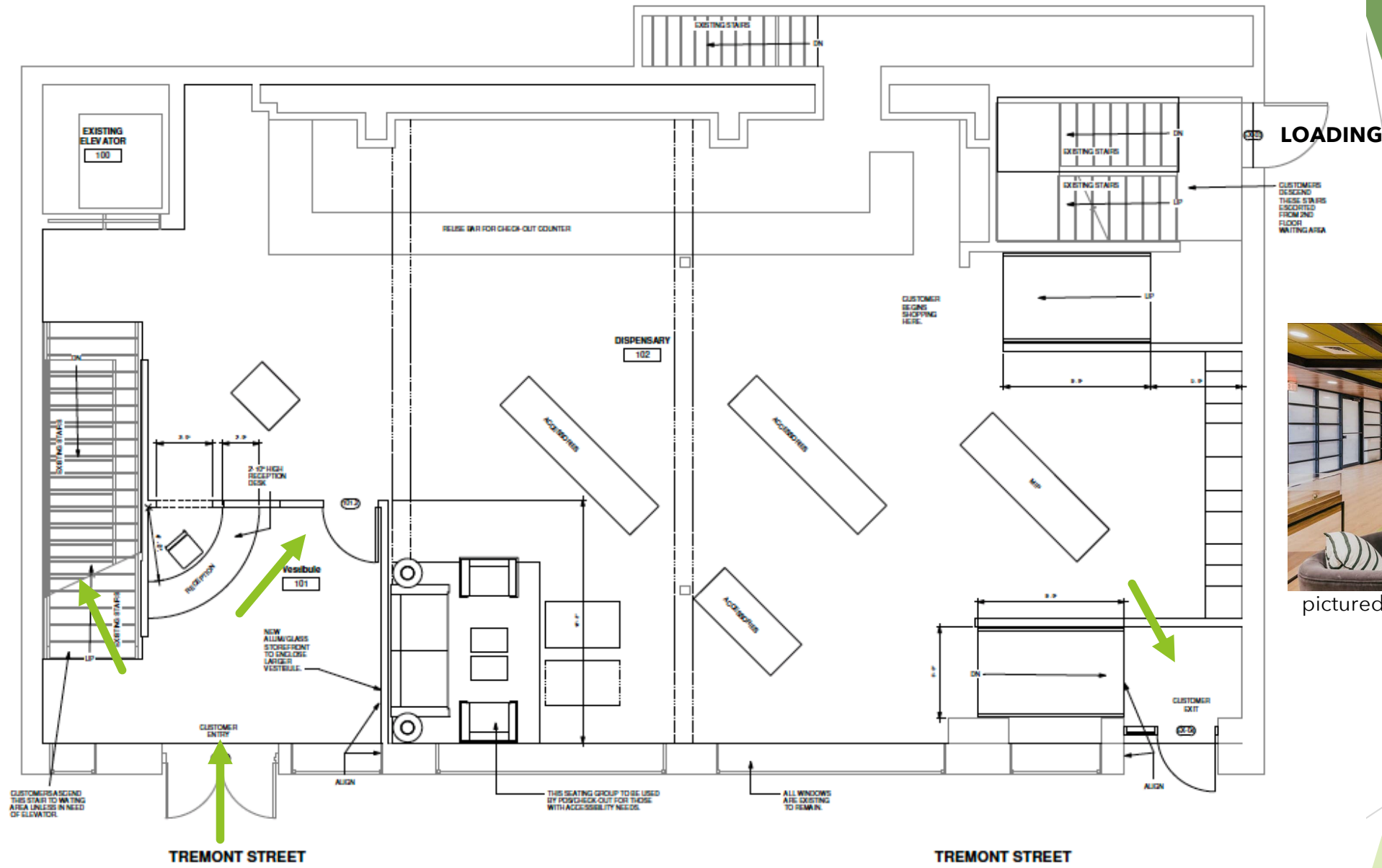
**An expansive three-floor layout with ample waiting rooms and retail space**, protecting against exterior queuing and loitering, and allowing for secure product storage within a floor exclusively for back-of-house operations



**Within walking distance to MBTA and bus lines serving the entire City**, as well as several garages, BlueBikes stations, and a secure loading area



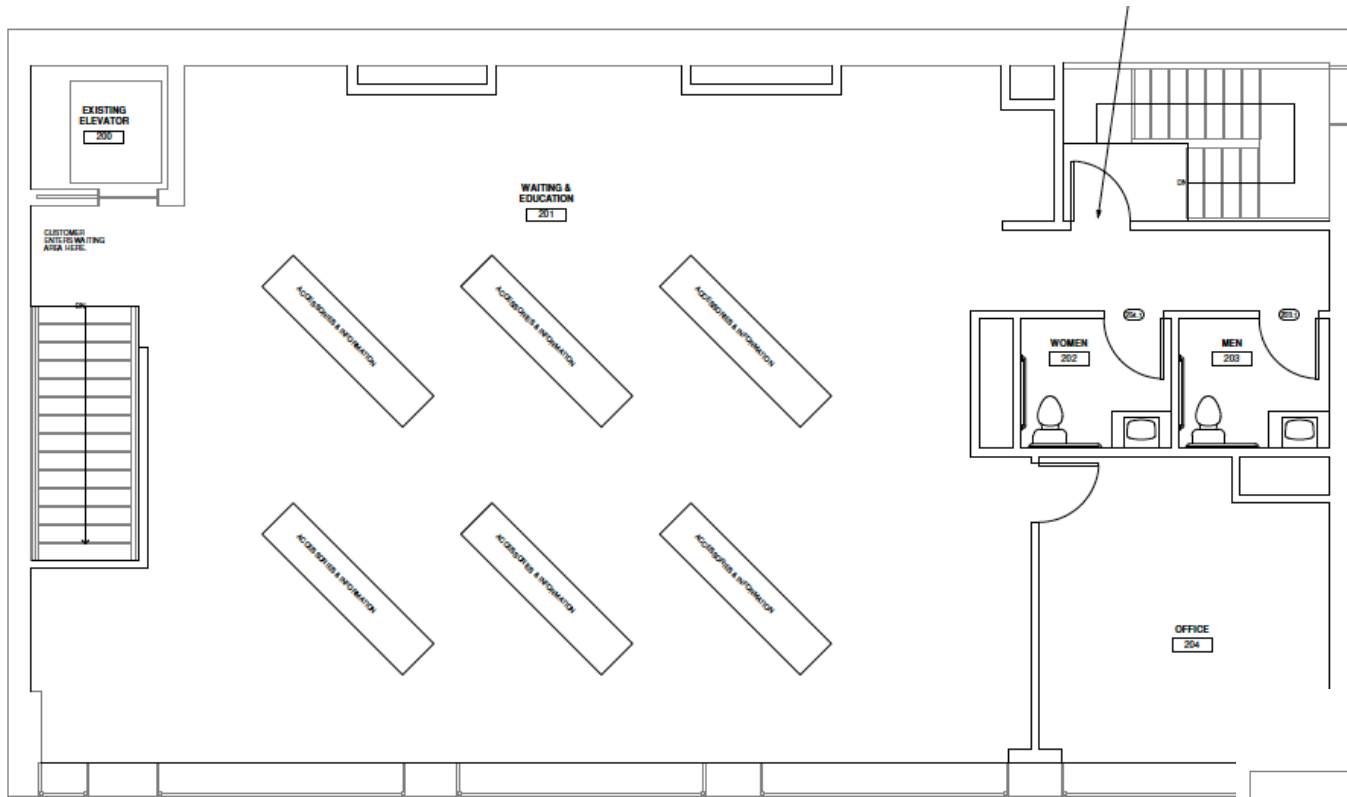
**Ample space for competition**, as Sanctuary would not oppose the efforts of any Boston Equity Program applicant seeking to site within a ½ mile



pictured above: Sanctuary in Danvers

first floor

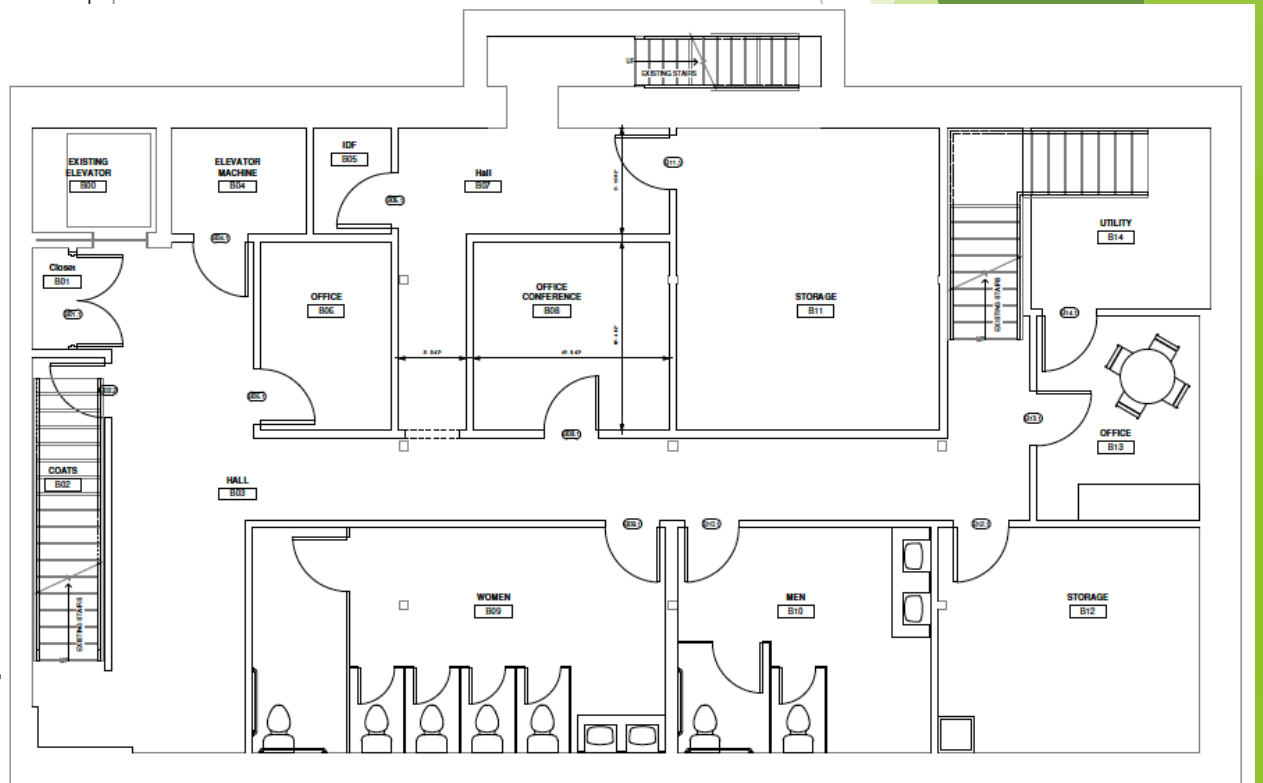




**Sanctuary has established a large waiting room to prevent against exterior queuing and minimize loitering outside of its facility.**

< second floor

basement (back of house) >

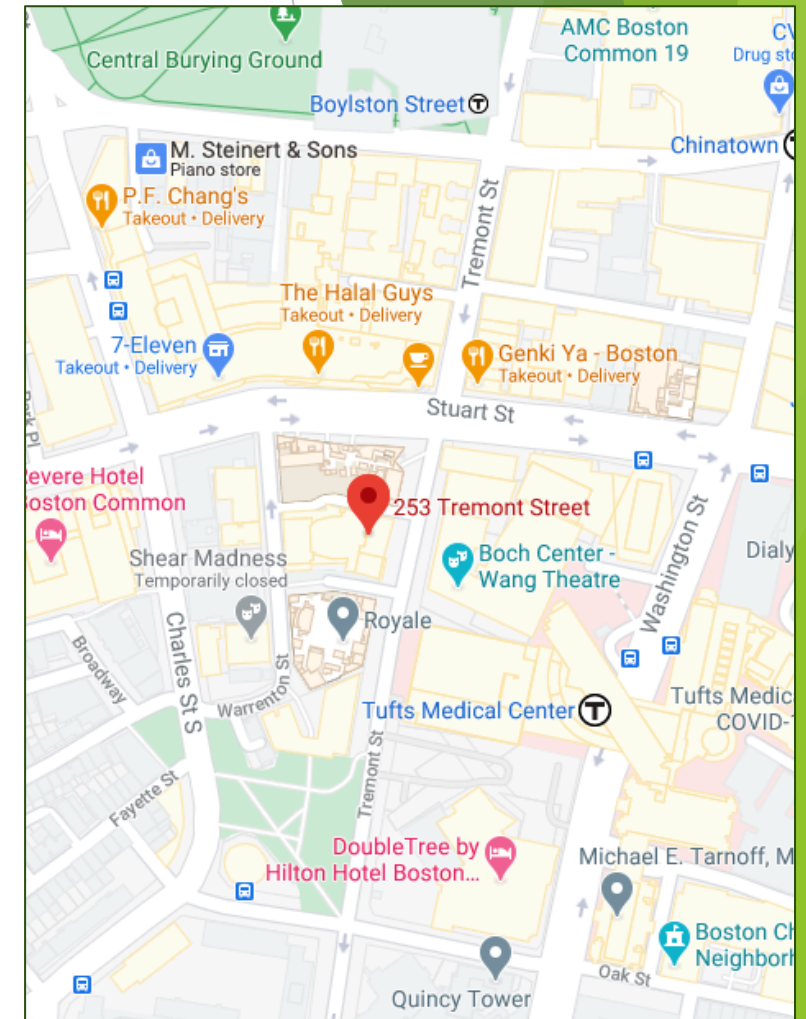


# parking & transportation

**ACCESS TO PUBLIC TRANSPORTATION:** Sanctuary's proposed site is located within ¼ mile of multiple modes of transportation that serve a wide population of the City, including the Green Line, Red Line, Orange Line, numerous bus lines, and BlueBikes stations. Employees will receive transportation subsidies to encourage use of public transit for commuting purposes.

**ACCESSIBILITY OF ON-SITE PARKING:** Although Sanctuary anticipates that the vast majority of visitors will utilize public transportation, there is metered parking in close proximity where individuals with handicap placards will be able to park free of charge. Additionally, there are numerous parking garages within close proximity to the facility that offer the option to pay for short-term parking at affordable rates.

**SAFE PRODUCT DELIVERY AND CASH TRANSPORT:** Sanctuary maintains a secure entry for the loading and unloading of products and cash. As outlined in its written narratives, Sanctuary has extensive standard operating procedures to ensure loading and unloading is conducted safely and in compliance with CCC and BCB regulations, including 935 CMR 500.105(13)(a-h) and 935 CMR 500.110(7).



# diversity & inclusion plan

**GOAL:** Sanctuary has observed that a perceived lack of cannabis-specific experience serves as a barrier to entry for many individuals who would otherwise be interested in working or starting businesses in the cannabis industry. Sanctuary seeks to expand industry participation amongst Boston residents who identify as minorities, women, Veterans, people with disabilities, immigrant populations, and people of all gender identities and sexual orientations by **overcoming perceived knowledge and skill barriers to entry.**

**PROGRAM:** Building off its experience creating similar programs in Gardner, Sanctuary will commence an accelerator **program** that provides relevant skills training to Boston residents that identify from diverse backgrounds as outlined above.

- Trainings will be provided at all levels, including entry-level, transferring ancillary skills to management, or starting a business
- Trainings will cover operational practices, soft skills, business practices, business development, and regulatory compliance, depending on preferences of participants
- Trainings will be provided by third party vendors with extensive marijuana experience



# diversity & inclusion plan

## **PROGRAM (continued):**

- Participants will be paired with a senior Sanctuary employee to serve as a mentor for professional growth, networking, and business development guidance
- Programs will be at no cost and will include food, transportation, and course materials
- Sanctuary's Community Ambassadors will identify partner organizations and conduct local neighborhood outreach to solicit participants (30+ each year)

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## **MEASUREMENT:**

- Whether or not 30 participants attended the accelerator program;
- Whether each person attending the accelerator program identified as a Boston resident and a minority, immigrant, woman, person with a disability, veteran, or person who is LGBTQ+, which should total to 100%;
- Whether its Community Ambassador established partnerships with organizations that serves each of the communities outlined in Sanctuary's goals;
- Whether or not, when surveyed, participants provided positive feedback on assessments relative to how helpful the programming was; and
- Anecdotal reports provided by the program participants as to their ability to enter the cannabis industry following the program.





# safety & security

Under the leadership of former Police Chief Michael Allen, Sanctuary has enacted comprehensive security procedures at all of its facilities to address the establishment's specific security needs and allowed the company to maintain a spotless security track record. The Chief has implemented:

- State-of-the-art **security surveillance and alarm systems** facilitated by Astronaut Security to protect against theft, unauthorized intrusion, and access control across different areas of the facility;
- **Comprehensive training** for security personnel and sales agents to identify suspicious behavior, deescalate contentious situations, protect against exterior nuisance such as loitering or public consumption, and report unsafe situations;
- **Stringent access control policies** to prevent unauthorized sale to minors; and
- Battle-tested **Standard Operating Procedures** to conduct daily system audits that serve as a check and balance against physical systems (alarms, videos, locks) and personnel behavior.

As outlined in its narrative submittals, Sanctuary has developed extensive facility-specific policies and procedures for the use of on-site security personnel, maintaining building and product security, and preventing youth from accessing the product, including all measures within 935 CMR 500.110(5)(a-g).

**Due to presentation length, Sanctuary has omitted many of its policies and procedures relative to site security. Sanctuary welcomes any questions from the BCB.**

# employment plan

Sanctuary believes that its Boston facility should be reflective of the community of which it is a part. Sanctuary commits to hiring a staff comprised of at least 50 percent Boston residents, with a preference towards those who live within ½ mile of its facility; 50 percent women; and 40 percent minorities. Sanctuary anticipates increasing these goals annually upon renewal with the Boston Cannabis Board as it strengthens its partnerships with local workforce development organizations, accepts referrals from staff, and allows individuals to rise within the organization.

## **RECRUITMENT PRACTICES:**

- Hire a community ambassador to identify partner organizations within the community (workforce development organizations, civic organizations, etc.) with whom to advertise opportunities to individuals identifying as minorities, women, Veterans, people with disabilities, immigrant populations, and LGBTQ+
- Provide incentives for existing employees to refer other qualified individuals
- Advertise opportunities using diverse and local publications and in other languages
- Host two career fairs annually in Boston
- Utilize a 24/7 employment hotline
- Ensure that all outbound advertising is drafted utilizing “ban-the-box” standards

# employment plan

| Position Title       | Job Type              | Anticipated Hires | Compensation      |
|----------------------|-----------------------|-------------------|-------------------|
| General Manager      | Full-time             | 1                 | \$85,000-\$90,000 |
| Assistant Manager    | Full-time & part-time | 4                 | \$50,000-\$60,000 |
| Security Lead        | Full-time & part-time | 2                 | \$20/hour         |
| Security Associate   | Full-time & part-time | 6                 | \$17/hour         |
| Inventory Lead       | Full-time & part-time | 3                 | \$20/hour         |
| Inventory Associate  | Full-time & part-time | 12                | \$17/hour         |
| POS Shift Supervisor | Full-time & part-time | 2                 | \$20/hour         |
| POS Associate        | Full-time & part-time | 40                | \$17/hour         |
| Front Desk Associate | Full-time & part-time | 5                 | \$17/hour         |
| Community Ambassador | Full-time & part-time | 2                 | \$55,000          |
|                      |                       | Total: 77         |                   |

## RETENTION PRACTICES:

- Compliance with the Boston Jobs and Living Wage Ordinance, assessed annually
- Provide access to health, dental, and vision benefits as well as paid time off
- Pay transportation subsidies and uniform costs
- Conduct comprehensive and ongoing training, career counseling, and mentoring
- Promote from within
- Trainings on recognizing conscious and unconscious bias and Anti-Harassment
- Suggestion boxes, anonymous complaint mechanisms, and whistleblower protection

# employment plan

## **HIRING INDIVIDUALS WITH CORIS:**

In partnership with Mount Wachusett Community College, Sanctuary is working to kickstart a program called “From Incarceration to Cannabis Industry” which provides qualified former inmates with access to cannabis industry training programs in the field. Upon successful completion of the program, candidates will be eligible for employment within Sanctuary’s facilities, including in Boston.

While this program is in its inaugural phases, Sanctuary hopes to use lessons learned from its launch to ultimately facilitate a program closer to its Boston facility. In the interim, Sanctuary will ensure that all job advertisements are drafted in accordance with “ban-the-box” standards and specifically indicate on such postings that a criminal record does not necessarily preclude an individual from employment.



# community engagement

## **OUTREACH:**

- Chinatown Residents Association Meeting
- Midtown Park Plaza Neighborhood Association
- Chinatown Neighborhood Association
- Bay Village Neighborhood Association
- Chinatown Progressives
- Boston BID
- Councilor Ed Flynn
- Chinatown Public Safety Meeting (BPD Sponsored)
- Local education stakeholders including representatives from the Josiah Quincy Elementary School, local daycares, and the YMCA
- Local university stakeholders including New England School of Law, Emerson University, and Suffolk University
- Local hospitality stakeholders including the Park Plaza Hotel, Revere Hotel, and the Courtyard Marriot Hotel

## **COMMUNITY AMBASSADOR**

- Will serve as the chief point of contact for all engagement with the broader community
- Will conduct specific community engagement training sessions for all registered agents.
- Will routinely attend all civic and business community meetings as a representative of the company.
- Will also lead the coordination of a 24/7 contact telephone number once operational, which will be provided to local residents, businesses, and other interested parties should they seek to contact a designated facility representative off hours.



questions?



Sanctuary