

CURALEAF MASSACHUSETTS, INC.

21 MILK STREET **RECREATIONAL** **AND MEDICAL** **DISPENSARY**



Boston Cannabis Board Hearing
May 14, 2025

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SUMMARY OF PROPOSAL



- Applicant Name and d/b/a: Curaleaf Massachusetts, Inc. d/b/a Curaleaf
- Address of Proposed Premise: 21 Milk St, Boston, MA 02109
- License Type Sought: Co-located Recreational and Medical Cannabis Dispensary
- Proposed Hours of Operation: Monday - Sunday 9am–8pm

DIVERSITY AND INCLUSION



DIVERSITY AND INCLUSION

GOALS AND MEASUREMENTS

GOAL #1: Curaleaf intends to recruit and retain team members at the Boston store based upon the following targets for demographic representation:

- 50% Women
- 5% Veterans
- 5% People with Disabilities
- 35% Minorities
- 10% LGBTQ+

MEASUREMENT: Annual reporting of employee demographics, based on voluntary disclosure of team members. Aggregate gender, race, veteran status, sexual orientation, and disability status will be included; however, no individually identifiable information may be shared. Team member disclosure of diversity status is strictly voluntary.



DIVERSITY AND INCLUSION

GOALS AND MEASUREMENTS

GOAL #2: Curaleaf will offer basic skills training to diverse employees that increases team member competencies and drives professional growth for employee success within Curaleaf and in the general job market. Curaleaf maintains a robust in-house library of on-demand, interactive, virtual educational and training courses available to employees, with new content added quarterly.

MEASUREMENT: Curaleaf tracks all employee learning hours, course selection and course completions. In 2024, 180+ employees in Massachusetts completed 2,212 learning hours.



DIVERSITY AND INCLUSION

GOALS AND MEASUREMENTS

GOAL #3: Curaleaf will provide mandatory annual anti-discrimination/harassment training to all Massachusetts team members. Curaleaf's harassment prevention training includes modules on hostile work environments, quid pro quo, gender protections, unwanted romantic attention, bystander intervention and retaliation.

MEASUREMENT: Curaleaf tracks the completion of annual anti-discrimination/harassment training and will include the completion percentage of Massachusetts-based employees at annual renewal of each license.



DIVERSITY AND INCLUSION

PROGRAMS — ROOTED IN GOOD

At Curaleaf, we understand that being a leader in cannabis comes with great responsibility for customers, our industry, our communities, and our planet. We are dedicated to ensuring that our decisions and actions prove that being a leader in the industry enables us to bring about positive impact—for businesses, customers, patients, communities, and causes.

Through our national **ROOTED IN GOOD INITIATIVE**, we prioritize social equity throughout the industry and share resources and opportunities with those disproportionately impacted by the War on Drugs. From our supplier diversity program to our community partnerships, and environmentally friendly practices, we are working to build a more diverse, equitable, and sustainable cannabis ecosystem.



DIVERSITY AND INCLUSION

PROGRAMS — EMPLOYEE RESOURCE GROUPS

ERGs are employee-led, self-directed voluntary groups focused on areas of employee interest. ERGs provide participants a space to connect with team members who share similar interests, experiences and challenges, regardless of physical location, business unit, or workforce experience. ERGs create a culture of shared experiences and opportunities for learning, mentoring and career development. Employees are encouraged to join one or more of our **CURRENT ERGS**:

- Curaleaf Cares (Community & Volunteerism)
- Curaleaf In Color (BIPOC)
- FamiLeaf (Working Parents)
- NiCE (Neurodiversity in Curaleaf Employee Resource Group)
- QUSH (Queer-Centered Unity & Service Huddle)
- STEM (Science, Technology, Engineering, Math)
- Women's Cannabis Collective (WCC) (Women in the workforce)



DIVERSITY AND INCLUSION

PROGRAMS — EMPLOYEE RESOURCE GROUPS

ERG OBJECTIVES:

- Share knowledge, raise cultural awareness and act as a bridge across cultural issues — improving Curaleaf's cultural competence.
- Serve as an employee support system providing education, opportunities for personal growth, and collaborative problem-solving.
- Publicize and support managerial effectiveness, leadership development, and company communication channels.
- Bring new ideas to management.
- Work to enhance civic engagement and strengthen Curaleaf's reputation in the community.
- Share best practices and learnings with other ERGs.



DIVERSITY AND INCLUSION

PROGRAMS — EMPLOYEE RESOURCES

OPEN DOOR POLICY

Curaleaf has a philosophy of open communication, where all team members have the right, and are encouraged, to speak freely with their direct supervisor about their job-related ideas, recommendations, and concerns. However, the entire leadership team welcomes employee feedback and is committed to addressing concerns in a timely and appropriate manner.



DIVERSITY AND INCLUSION

PROGRAMS — EMPLOYEE RESOURCES

ETHICS AND COMPLIANCE HOTLINE

We are committed to maintaining a culture where open and honest communication is the expectation, not the exception. Curaleaf, in addition to reporting through their supervisor, HR, Legal, or Compliance, offers employees an anonymous, external, ethics and compliance phone and email hotline for reporting concerns and/or suspected violations of company policies and ethical concerns. EthicsPoint is a comprehensive and confidential third-party reporting tool that enables management and employees to work together to address fraud, abuse, and other misconduct in the workplace while cultivating a positive work environment.

Curaleaf has zero tolerance for any form of retaliation and will promptly review and investigate every concern that is raised. The information provided will be securely sent to us through EthicsPoint, our compliance hotline provider on a confidential or anonymous basis if you should choose.



LOCATION



LOCATION



Curaleaf's roots are in Massachusetts. Being one of the first licensed medical marijuana stores in the Commonwealth, Curaleaf has sought out locations that represent an opportunity to do good for the community, the neighbors and the surrounding businesses.

This location provides Curaleaf with the opportunity to invest in a part of Boston that needs investments in security, infrastructure and store fronts and to be a good corporate partner that is here to stay. Curaleaf believes that its investment in community will serve to immediately address many of the issues within the neighborhood today.

LOCATION



Curaleaf also chose this location because of the very high level of pedestrian traffic with very few options to serve customers walking through the area. Downtown Boston residents, workers and visitors are greatly underserved by cannabis stores. Having only one other adult use cannabis store in the entire Downtown Boston Alliance district creates a lack of product diversity, supply, and a lack of pricing competition, which negatively impacts cannabis customers who work, live and visit this area of Downtown.

Perhaps most importantly, Curaleaf opening at this location on Milk St would fill the void for medical patient access that currently exists in Downtown. If approved, Curaleaf would bring medical access back to Downtown and allow patients that live and work in Downtown to access their medicine.

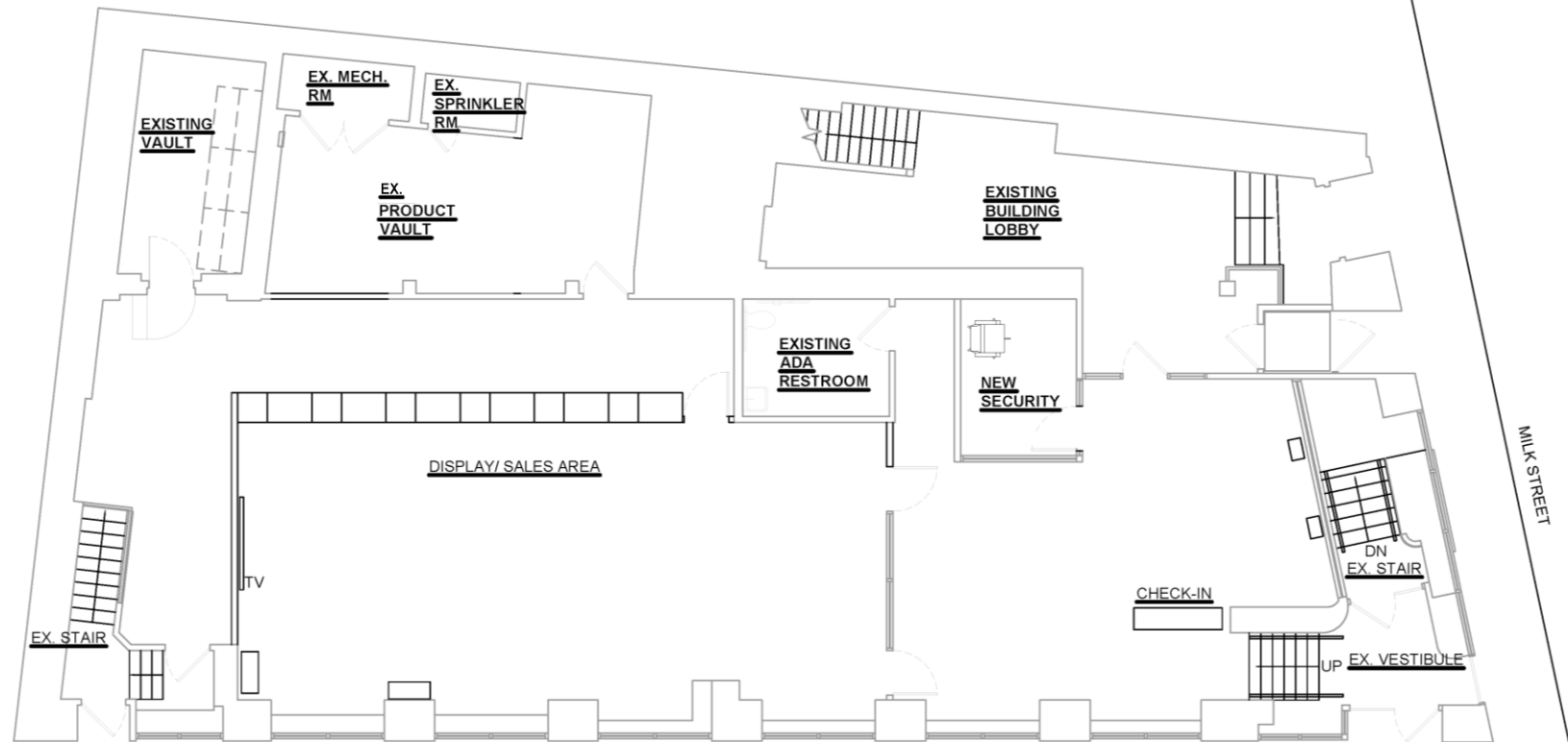


LOCATION 21 MILK ST

Formerly the Cannabist
Operated as a marijuana dispensary since 2016
Extensive access to public transportation

LAYOUT GROUND FLOOR

Approximately 6,154 SF (3,407 ground floor / 2,747 lower floor)
The location will not constitute a nuisance, as defined by state law
Six points of sale; same access flow as the previous operator



2 | GROUND FLOOR

HAWLEY STREET

03/21/2025
1/8"=1'-0"

SCHEMATIC DRAWINGS

LAYOUT LOWER FLOOR

No on-site cultivation or product manufacturing
Same operational floor layout as previous operator



1 BASEMENT

LOCATION



Curaleaf understands that it is outside of all required buffers, other than the proximity to another cannabis establishment. Please find the specifically requested information below:

- Distance from a licensed retail marijuana establishment – The store is located approximately 400 feet from the nearest licensed marijuana establishment.
- Residential and commercial density near the site – The store is located on a primarily commercial street with some residential units. It represents a typical downtown commercial location.

LOCATION



- Distance from schools, social services, or treatment centers – There are no schools within the 500-foot distance designated in the Boston Zoning Code. The store is located 1,239 ft. from the nearest school, 467 ft. from the nearest social services center (which provides transitional employment services), and 1,474 ft. from the nearest treatment center.
- Access to public transportation – The store is located only 186 ft. from State Street Station servicing the Orange Line and Blue Line. Additionally, the store is located only 379 ft. to the Downtown Crossing Station which provides access to the Orange Line and Red Line, as well as Bus 11.
- Accessibility and amount of on-site parking – The store itself is ADA accessible, however, this location does not provide for on-site parking as it is very easily accessible from public transportation as indicated above.

EMPLOYMENT PLAN



EMPLOYMENT PLAN

Curaleaf's plan is to hire 30 team members for our flagship store in Boston.

Plan for employment of Boston residents:

Curaleaf will use best efforts to hire a minimum of fifty percent (50%) Boston residents, and will prioritize residents from areas of disproportionate impact, as defined by the Cannabis Control Commission.

Plan for employment of minorities and women:

As described in the Diversity Plan above, Curaleaf shall endeavor to hire the following:

- 50% Women
- 5% Veterans
- 5% People with Disabilities
- 35% Minorities
- 10% LGBTQ+

EMPLOYMENT PLAN

Plan for offering competitive wages and benefits for local residents:

Curaleaf's Boston retail store will pay employees no less than the City's living wage, as defined in the Boston Jobs, Living Wage and Prevailing Wage Ordinance. All employees have access to an employee assistance program (EAP), commuter benefits (MBTA Perq program), employee referral payment program, employee product discounts, and employee resource groups (ERG). In addition to these benefits, full time employees are offered a benefits package that includes medical, dental and visions benefits, healthcare and dependent care flexible spending accounts (FSA), health savings account (HSA), a 401(K)-retirement plan, short- and long-term disability, paid parental leave, and paid time off (PTO).

Please find additional information related to Employee Resources, OPEN DOOR POLICY and the ETHICS AND COMPLIANCE HOTLINE included as part of Curaleaf's Diversity and Inclusion response in Section IV above.

EMPLOYMENT PLAN

Plan for employment of individuals with criminal records:

Curaleaf is committed to providing opportunities for people with criminal records. Our goal is to have at least ten percent (10%) of team members be individuals with a past drug conviction or have a parent or spouse with a drug conviction. We also include the following statement on all job postings “Individuals adversely impacted by the war on drugs are encouraged to apply”.

Curaleaf will post job notices with the City of Boston, including with the City’s Operation Exit Program and the Mayor’s Office of Returning Citizens.

COMMUNITY OUTREACH



COMMUNITY OUTREACH

List of letters of support, opposition, or non-opposition from local elected officials including the date of the letter and the position of the elected official.

- City Councilor Ed Flynn – April 23, 2025 – Letter of Support

List of letters of support, opposition, or non-opposition from local community organizations including the date of the letter and the position of the local community organization.

- Downtown Boston Alliance – April 16, 2025 – Letter of Non-opposition

COMMUNITY OUTREACH

Overview of other correspondence submitted to the BCB from residents or businesses including the number of letters or the number of names any petitions submitted.

- Downtown Community Member – Letter of Support
- Downtown Community Member – Letter of Support
- Downtown Business Owner – Letter of Support
- Boston Resident – Letter of Support
- Boston Resident – Letter of Support
- Boston Resident – Letter of Support

COMMUNITY OUTREACH

Brief overview of any additional community outreach

- January 14, 2025 – Initial outreach to Downtown Boston Alliance (DBA)
- February 18, 2025 – Initial outreach to Boston City Councilor Flynn's office
- March 11, 2025 – Initial outreach to Downtown Boston Neighborhood Association (DBNA)
- March 17, 2025 – Initial outreach to Boston Police Department (BPD) District 1A
- March 25, 2025 – Meeting with Downtown Boston Alliance
- March 28, 2025 – Meeting with Downtown Boston Neighborhood Association (DBNA)
- March 28, 2025 – Additional communication with Downtown Boston Alliance
- April 3, 2025 – Meeting with Boston City Councilor Flynn's Office
- April 3, 2025 – Mayor's Office of Neighborhood Services – Community Outreach Meeting

The list of meetings above does not include dozens of additional communications to the Downtown Boston Alliance (DBA), Downtown Boston Neighborhood Association (DBNA), City of Boston Police Department, City Councilor's Office, and the Mayor's Office of Neighborhood Services

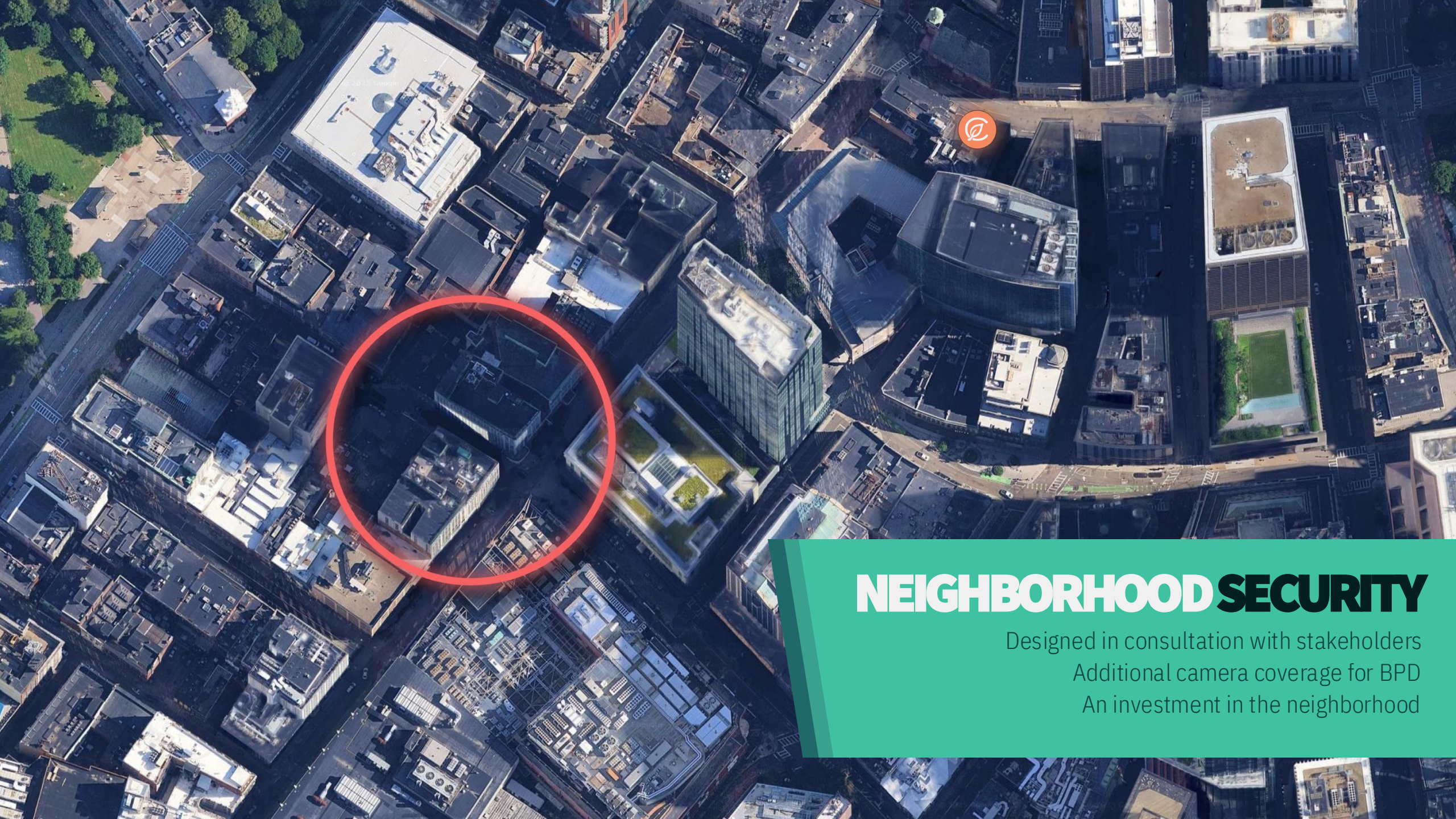
**SAFETY AND
SECURITY**



SAFETY AND SECURITY

Plan to provide enhanced security for the Winter and Washington St. area.

Curaleaf consulted with the Boston Police Department (BPD), the City of Boston Security Vendor, Downtown Boston Neighborhood Association, and the Downtown Boston Alliance to evaluate the need for additional BPD security infrastructure in the Milk St area. The consensus was that there was adequate coverage in the Milk St area; Curaleaf then asked if there were security infrastructure improvements that could be made to the Winter and Washington St. neighborhood to help support ongoing community efforts in the area. As a result of the feedback received during this outreach process, Curaleaf developed a plan directly in response to and addressed all security improvements that were discussed. These security improvements include seven new or upgraded cameras over five locations in the Winter and Washington St. area.



NEIGHBORHOOD SECURITY

Designed in consultation with stakeholders
Additional camera coverage for BPD
An investment in the neighborhood

SAFETY AND SECURITY

Plan for on-site security personnel including number of security individuals.

Staff members will conduct regular, comprehensive patrols across the facility premises, verifying the operational integrity of technical security measures while actively enforcing compliance in accordance with company policies and procedures. Furthermore, all employed staff members will undergo thorough training sessions to ensure a comprehensive understanding and adherence to the company's robust security protocols. This training will include security basics, age verification, de-escalation, and more. At a minimum, one staff member will be positioned in the entry space verifying identification at all times.

SAFETY AND SECURITY

Plan for building and product security including number of security cameras.

Video cameras shall be positioned in all areas that may contain marijuana including vaults and safes as well as all points of entry and exit. Cameras shall be angled so as to allow for the capture of clear and certain identification of any person entering or exiting the cannabis establishment or area. Currently, Curaleaf anticipates approximately 20 cameras, subject to final approval by the CCC.

SAFETY AND SECURITY

Plan for protecting youth from accessing the product.

Curaleaf requires all Marijuana Establishment Agents, visitors and customers to be 21 years of age or older. The company will positively identify individuals seeking access to the premises of the cannabis establishment, or to whom marijuana or marijuana products are being transported (if applicable) to limit access solely to individuals 21 years of age or older.

Curaleaf team members are trained to inspect acceptable proof of identification upon entry to the cannabis establishment. All purchases require customers to show proof of identification again at the point of sale to confirm the individual is 21 years of age or older.

SAFETY AND SECURITY

Plan for the transportation and delivery of product

Marijuana and marijuana products from locally sourced and properly licensed Massachusetts Cannabis Establishments will be transported and delivered to the establishment via approximately seven (7) deliveries per week.

Plan for the transportation of monies to and from the site

All procedures will be in accordance with 935 CMR 501.110(7), including, but not limited to:

- On-site secured locked safe or vault
- Video cameras observing cash transactions throughout the facility
- A written process for securing cash and ensuring transfers of deposits
- Use of a licensed transport provider

CURALEAF MASSACHUSETTS, INC.

QUESTIONS

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