

The logo for Sweet 'n Sour Cannabis Dispensary features the brand name in a white, cursive script font. Below the name, the words "CANNABIS DISPENSARY" are written in a smaller, white, uppercase sans-serif font. The background is a light blue color with a faint, white line-art illustration of a multi-story building with windows and a tree on the left side.

Sweet 'n Sour
CANNABIS DISPENSARY

565 Columbus Ave
South End

Boston Cannabis Board Meeting
September 2022



GABE **VIEIRA**

CHIEF EXECUTIVE OFFICER

Gabriel Vieira grew up in Boston, MA. He obtained a degree in finance from UMass Amherst. In the years following graduation, he worked at Ernst & Young as a management consultant, before becoming the Chief Executive Officer of Zip Run, soon to be Boston's first delivery operator service for cannabis.



ELIS **OMOROGHOMWAN**

CHIEF MARKETING OFFICER

Elis Omoroghoman was raised in Boston, MA, and attended Boston Latin School. He later graduated from UMass Amherst with a degree in finance. After graduating he worked at State Street as a financial analyst but transitioned to being the Chief Growth Officer of Zip Run, which will be the first delivery operator of cannabis in Boston.



CHRISTIAN **NICHOLSON**

CHIEF OPERATING OFFICER

Christian Nicholson was raised in Newport, RI. He later graduated from Boston College with a degree in management information systems and services. After graduating he continued his entrepreneurial journey as the Chief Executive Officer at EchoMe but transitioned to being the Chief Operating Officer of Zip Run, which will be the first delivery operator of cannabis in Boston.

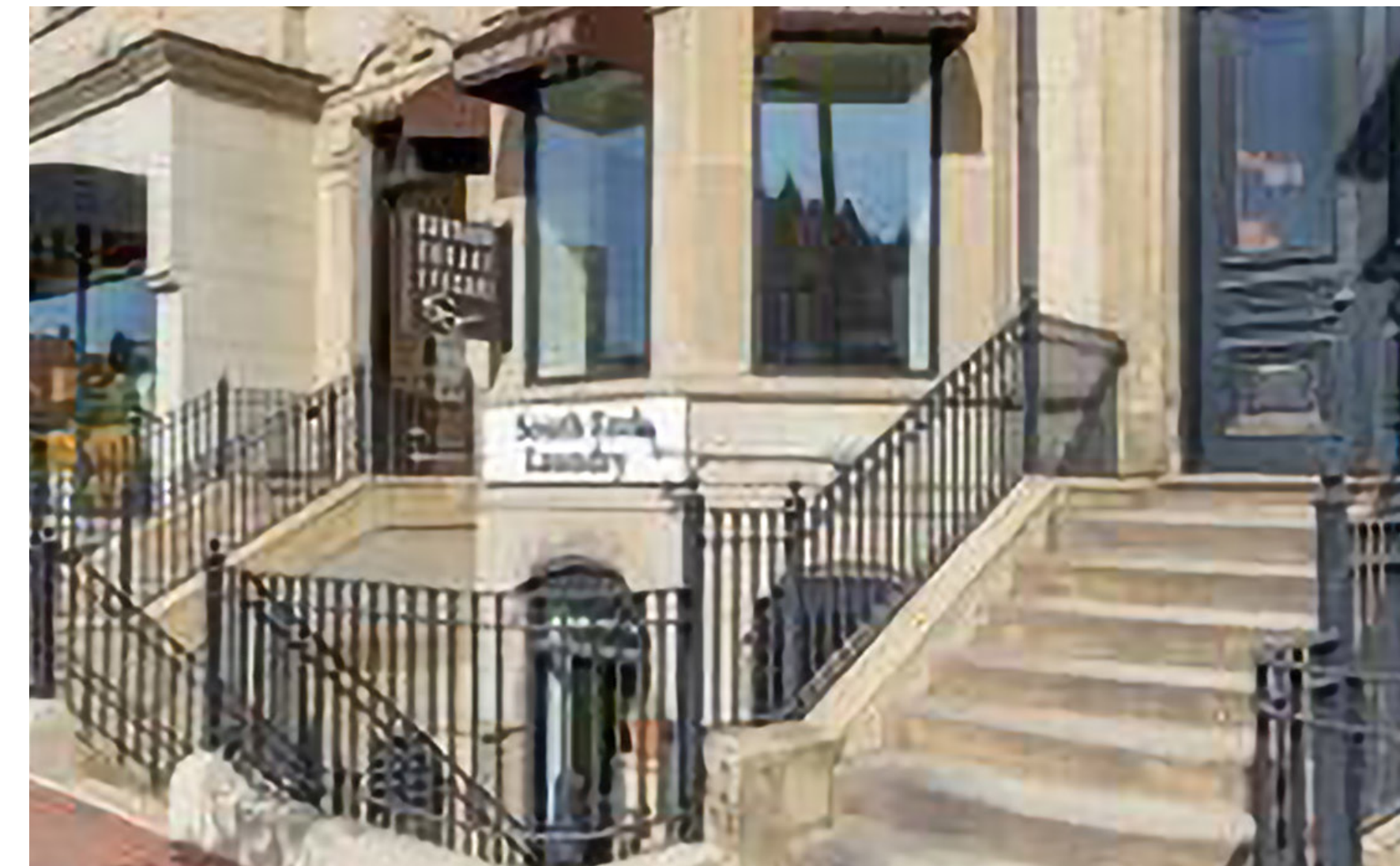
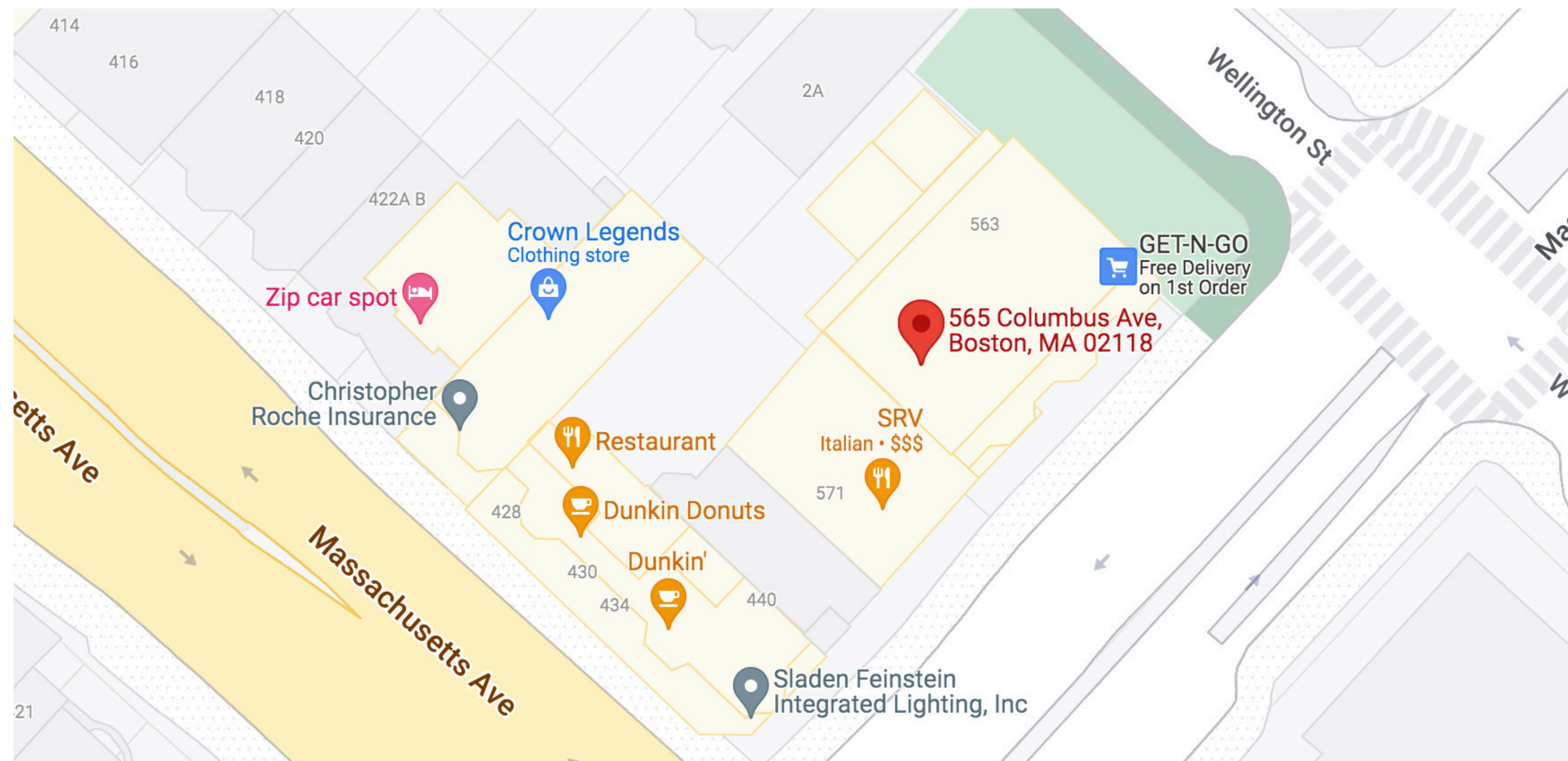
SweetⁿSour

CANNABIS DISPENSARY

Location:

**565 Columbus Ave,
Boston, MA 02118**

Sweet and Sour is a social equity-owned, high-end cannabis company. The founders of our company are pioneers within the cannabis space in Massachusetts with a track record of success and community involvement. As a company, we adhere to the highest standards of honesty, transparency, and respect. According to data, residents of South End consume cannabis on the 4th largest scale of all Boston neighborhoods. Our dispensary is here for the sole purpose of serving the South End community.



- Meets all state requirements related to sitting in a conditional use zone
- We are located on the most commercialized block on Columbus Ave
- No schools, social services, or treatment centers within 500 ft
- Preorders will limit demand for parking
- Proximity to public transportation:
Three train lines and eight bus lines.
 - Mass Ave train station is .1 miles away, 2 min walk.
 - Ruggles train station is .6 miles away, 13 min walk.
 - Back Bay train station is .6 miles away, 12 min walk.
- On-site parking: Columbus and Mass Avenue are lined with metered parking spaces.
- Proximity to public transportation: Three train lines and eight bus lines
- According to the density map. There is no doubt that Boston's South End is one of the most densely populated areas. Having said that, we believe our dispensary location will be very well suited for the area's needs. In particular, when comparing the share volume of restaurants, liquor license holders, bars, and coffee shops.

- At 2,598 feet, we're 42 feet short of a one-half mile to 329 Columbus Avenue, which does present a buffer zone conflict. 2,598 feet is approximately 0.49 miles. Despite this, we know that the South End can easily support multiple recreational dispensaries.
- We believe 42 feet under/over, doesn't change the impact on the community.
- The next closest dispensary besides 329 Columbus ave is a mile away.
- Having been searching unsuccessfully for over two years for a dispensary location in the South End, we decided to create a delivery service. You may know that delivery companies are experiencing financial hardship due to the

two-driver rule, squeezed margins, enormous amounts of marketing spend needed, and the uncertain status of Boston as a delivery market. Nonetheless, we found our perfect location at 565 Columbus Ave 3c and although it is in a buffer zone conflict, the South End has the people, economy, and location to support two or more recreational dispensaries.

- South End has a similar population, economy, and location to Back Bay, and offers more households, making it more concentrated than Back Bay, which currently has four dispensaries within .5 miles of each other (see key stats below)

SOUTH END

- People: 38,600
- Economy: 30,387 jobs
- Location: Density Map attached showing similarities with Back Bay

BACK BAY

- People: 17,577
- Economy: 52,623 jobs
- Location: Density Map attached showing similarities with the South End

- Since both neighborhoods are similar, we believe it's fair to say two recreational dispensaries in the South End wouldn't negatively impact the community due to the fact Back Bay has four recreational dispensaries with fewer households. It's important to note that out of the 300+ letters of support we've received, 200+ are direct abutters, meaning that they're within 300 feet of our location. Highlighting, the community nearest us believes we'd be a good fit for the neighborhood.



| PROJECT HISTORY + CONTEXT

Why we are here

- As a social equity company, we strive to create opportunities for people of color and communities that have been impacted by the war on drugs and marijuana prohibition.
- This disparity must change in the cannabis industry where only 2% of owners are Black or African.
- We are committed to donating a five-figure sum to the Last Prisoner Project.

Harriet Tubman House Demolished

- In the vicinity of where our dispensary location there once was a safe haven for black/brown people in the south end community that has been demolished to build luxury apartments in its place.
- We chose this location because to recreate a safe haven and place of opportunity for black/brown residents of the south end since what they once had has been destroyed.

The Sweet and Sour difference:

- Retail cannabis is allowed at our location under conditional use
- We are located on Columbus Avenue's most commercialized block
- We have chosen the only viable location for a cannabis dispensary in South End based on our research.

We evaluated every comment received during our initial community outreach process, and we met with several South End community leaders and members to better understand their concerns.

| COMMUNITY CONCERN | PROPOSAL MODIFICATION |
|--|---|
| <p>Hours of Operations are too late</p> <p>The rear loading area is insufficient</p> | <ul style="list-style-type: none"> ■ We modified our proposed hours of operation to be from 10:00 AM - 9:00 PM to conform with those of surrounding retail businesses and restaurants. In most cases, we close earlier! ■ Due to this, we will now load and unload products at the loading zone that sits directly in front of our location or at the loading zone sign 250 feet away from our storefront. Please refer to the images on the reference slide. ■ Frequency & Vehicle: Every two weeks and not an 18-wheeler. Refer to the image in the reference slide. |
| <p>Trash accumulation has been an issue in the neighborhood</p> | <ul style="list-style-type: none"> ■ In the same way as Dunkin Donuts, we will implement an overnight trash pickup to relieve the neighborhood of excessive garbage. ■ To keep track of trash accumulation, Sweet & Sour product tags will be attached to the containers. |

We evaluated every comment received during our initial community outreach process, and we met with several South End community leaders and members to better understand their concerns.

| COMMUNITY CONCERN | PROPOSAL MODIFICATION |
|---|--|
| <p>Odor concern</p> | <ul style="list-style-type: none"> ■ It is industry standard to use odor-proof containers. We are also installing odor-proof storage units. |
| <p>Mitigation of traffic</p> | <ul style="list-style-type: none"> ■ Using our proprietary order ahead tech, we will achieve shorter wait times. Ultimately reducing traffic congestion around our location. ■ We will maintain a three-member on-site security team that will monitor traffic flow. ■ The two-strike policy requires that consumers receive a warning after committing their first offense of either double parking or participating in the use of cannabis around the neighborhood. If the consumer is caught a second time, they will be banned from our establishment. Our security team will keep track of all incidents! ■ We strongly encourage consumers to use public transportation. |
| <p>Double parking is a concern</p> | <ul style="list-style-type: none"> ■ It was originally planned to have two security members on site, one to check 21+ IDs and the other to monitor in-store traffic. In order to monitor double-parked cars on Columbus Ave. and Wellington St., We will now hire a third security guard. ■ Additionally, one of the security team members will monitor Wellington green and the park closest to our location on an hourly basis. |



| SECURITY + LOITERING + DIVERSION

Security:

- Our team is committed to ensuring the safety of the community. As a means of preventing diversion, we will work with local law enforcement and implement policies and procedures.
- We are required to have a state-of-the-art security surveillance system that will be monitored 24/7.
- We will maintain a three-member on-site security team. During operating hours, we will have our security team monitor traffic flow and suspicious activity and enforce the 21+ requirements for customers.

Loitering:

- Customers are reminded that cannabis must be consumed at home and that consumption in public is illegal.
- Cannabis consumption is strictly prohibited in and around our facilities, including sidewalks and public areas.
- After the first offense, anyone who is in violation of our rules or breaks the law receives a notice of violation. If the violation continues, that individual is banned.

Diversion:

- Customers must 21+
- An on-site security team will be stationed at the front entrance to ensure only those with valid identification may enter.
- During the buying process, IDs will be checked twice.
- Packaging will be tamper-proof and childproof.

| ZIP RUN ADVANTAGE

Overview:

- We are successful business owners who have raised \$2.3 million for our Zip Run delivery operator business based in Dorchester.
- Our tech advantage is our software platform, which allows customers to pre-order cannabis for pickup in-store. But what does that mean? We will be able to maintain faster checkout times since customers can now order and pay online. Resulting in shorter wait times and less traffic congestion around our location.
- We anticipate 70% of all orders will be pre-orders and 30% will be walk-ins due to our proprietary technology. Managing customer traffic more efficiently is made easier with 70% of orders being pre-orders. Thus, giving us the ability to mitigate traffic concerns of the community.

The Zip Run logo is displayed on a green rounded square background. The text "Zip Run" is in a white, bold, sans-serif font. The letter "i" in "Zip" has a small green leaf-like icon above it. Below the main green square is a lighter green rounded square, which appears to be a shadow or a secondary design element.

Zip Run



| ADDRESSING PARKING FOR EMPLOYEES

Overview:

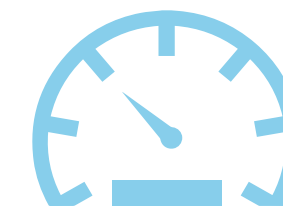
- 75% of the team members will be recruited from the South End community, so most are within walking distance. The remaining 25% will be encouraged to use public transportation and receive subsidized tickets. Transportation would include blue bikes, a train station, and a bus.
- Our location is expected to have six employees.

Being a company founded by diverse individuals, diversity and inclusion are at the core of what we do. To attract and retain a diverse workforce, we will offer living wages and full benefits. To recruit associates, we will use our website, social media, non-profit partners (CultivatEd, Big Hope), and the City of Boston's Office of Returning Citizens. A Now Hiring banner will be displayed on our storefront with a QR code that links to the application and job openings in local community newspapers and job boards (Indeed.com, Ziprecruiter, LinkedIn).



What are our goals?

- At least 80% of our employees will be Boston residents.
- At least 50% of our employees will come from a minority background.
- At least 50% of our employees will be women.
- At least 10% of our employees will be veterans.
- At least 10% of our employees will be members of the LGBTQ+ community.
- At least 5% of our employees will be people with disabilities.
- At least 5% of our employees will be immigrants.



Measurements:

- To assess representation, retention, recruitment, promotion, and development, quantitative and qualitative reviews will be conducted.
- Employees at Sweet and Sour participate in anonymous surveys to provide feedback on our efforts to create a diverse workforce.

75%

LOCAL SOUTH
END HIRES

100%

BOSTON
RESIDENTS HIRES

50%

BIPOC HIRES

50%

WOMEN HIRES

\$20

STARTING
HOURLY WAGE

Competitive Wages and Benefits for Local Residents

- Starting salaries will be \$20-22/hr, depending on experience. Within the first year of employment, associates will qualify for our performance-based incentive program. They will be able to earn a 20% increase. We will provide our employees with monthly subscriptions with the MBTA and BLUEbike.
- In addition, we will offer our employees credits to use ridesharing apps to get to work.
- Our employees will receive delivery credits for our cannabis delivery service, Zip Run, on a monthly basis.
- We will provide mentorship programs to support our employees with entrepreneurial aspirations.
- We will offer all of our employees health and dental insurance which is uncommon in the cannabis industry in Massachusetts.

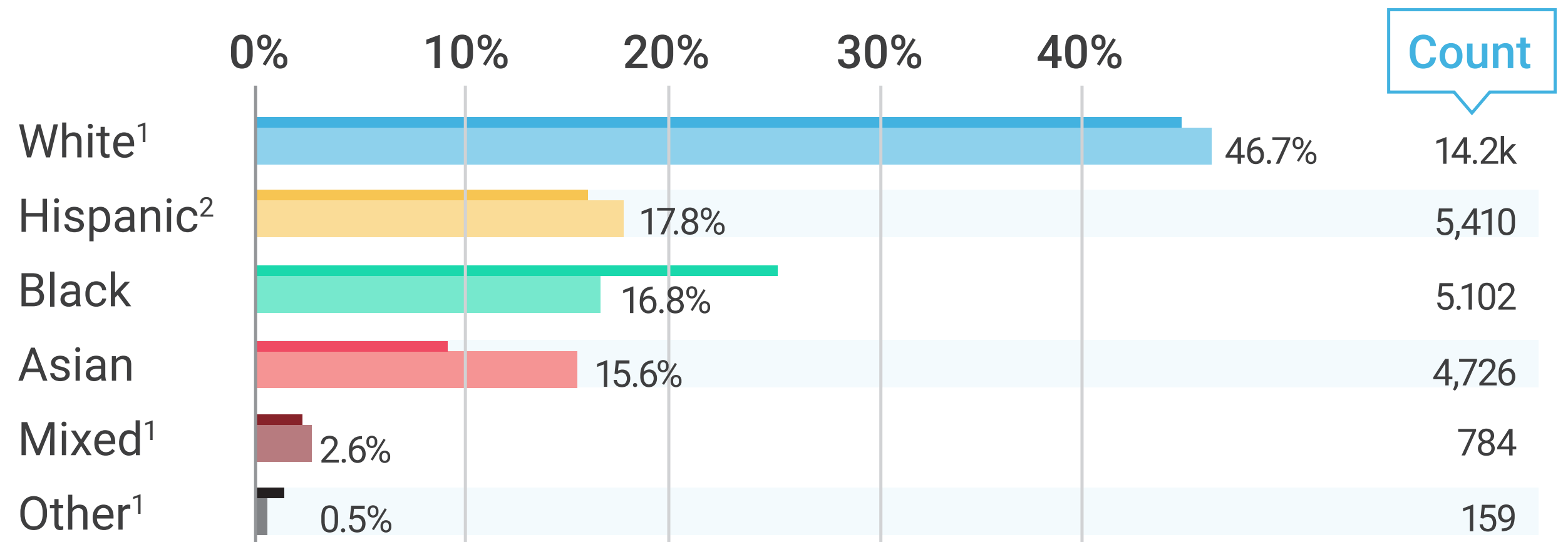
Race and Ethnicity

Percentage of total population.

Scope: population of Boston and South End

■ Sound End

— Boston



Plan for Employment of Boston Resident

- Sweet and Sour will seek for at least 75% of its employees to be local South End residents.
- Throughout the year, Sweet and Sour will host at least two job fairs and explore partnerships with local South End community organizations that help connect employers and job seekers.

Plan for Employment of individuals with criminal records

- Sweet and Sour has engaged in preliminary conversations with Operation Exit to identify and work with eligible Bostonians with criminal histories in furtherance of the company's goal to have a staff comprised of 5% individuals with drug-related CORIs.

Plan for employment of minorities:

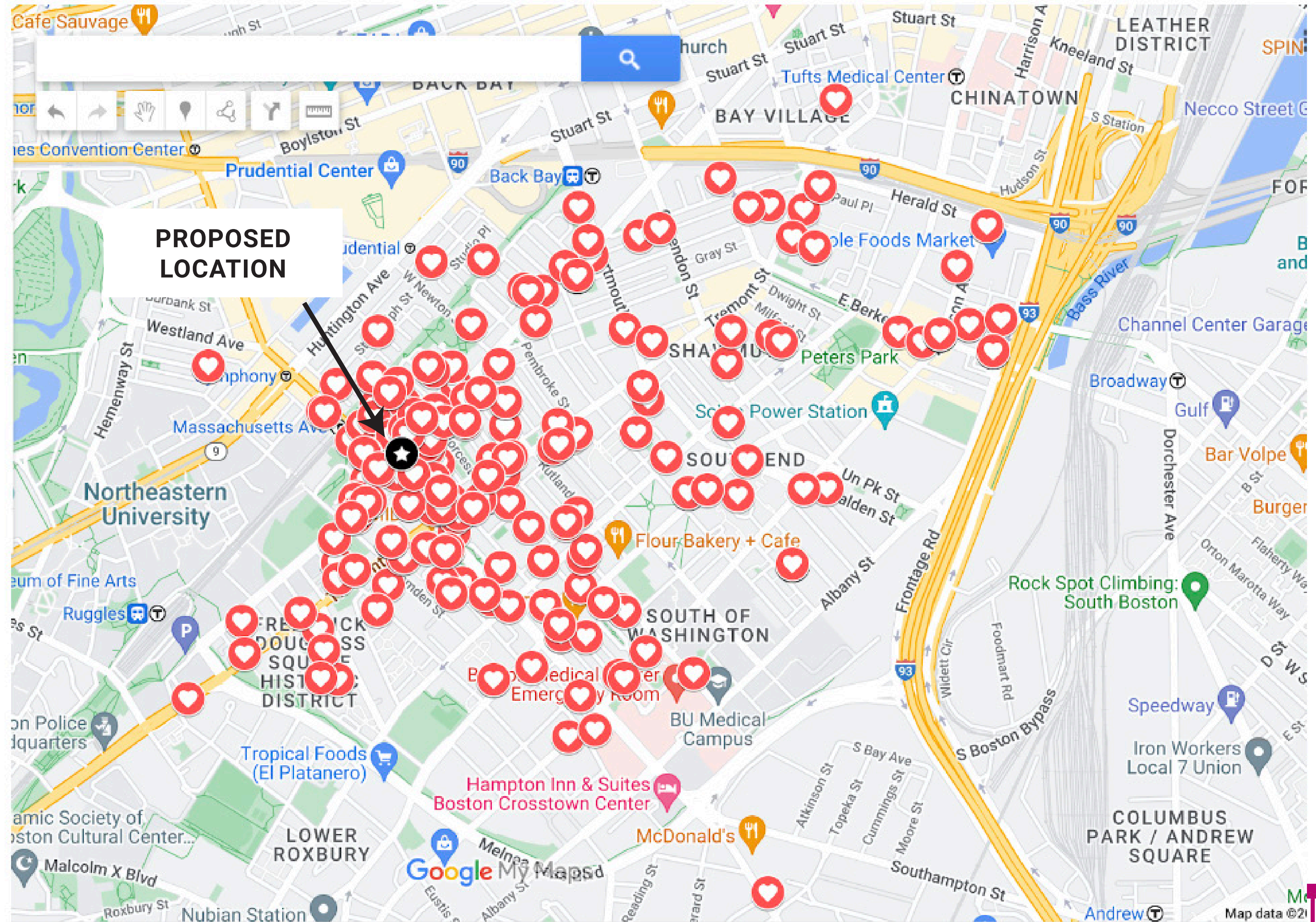
- Sweet and Sour plans to hire at least 50% of minority employees.
- Throughout the year, Sweet and Sour will host online information sessions in neighborhoods that were disproportionately affected by the War on Drugs that focus on both our open positions and cannabis careers in general.
- We will also facilitate peer-to-peer mentorship and company culture audits for employees who identify as minorities and women in order to provide an added method of support.

300+

LETTERS OF
SUPPORT

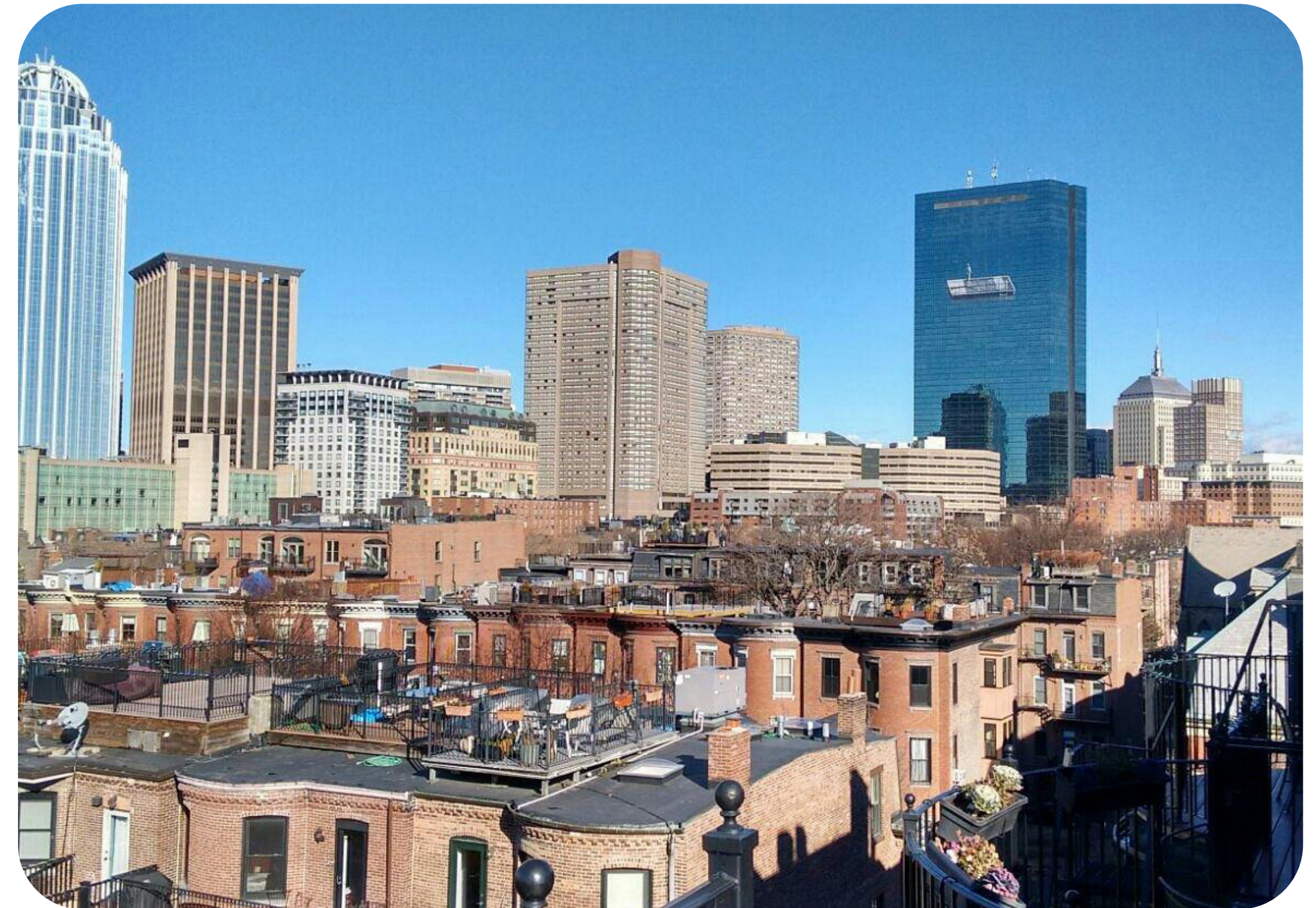
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FROM LOCAL
SOUTH END
BUSINESSES



- ★ Five Figure annual contributions to organizations within the South End Community and BIPOC and minority communities within the city of Boston.
- ★ Prioritize hiring residents of the South End community.
- ★ Mandatory community service days for employees.
- ★ Continue to engage in open and honest communication with South End organizations and civic groups.

- ★ Providing new revenue from the Host Community Agreement.



Meetings to Date

Sweet and Sour has had over 6 meetings with Elected Officials, Claremont Neighborhood Association, South End Forum, local business owners, community members and residents.

See below, for a preview of the meetings we've had thus far.

April 19th: Met with Claremont Neighborhood Association President, Bob Barney. In-person meeting @ Bob's WeWork office.

April 21st: Attended and spoke on the dispensary proposal during the Claremont Neighborhood Association monthly meeting.

May 13th: Met with Bob Barney, Steve Fox (South End Forum Chair), and 6-8 other community members.

May 26th: Pre-abutters meeting. It was intended to take place a few days before the May 31st community meeting. As previously stated, our team decided to postpone its May 31st meeting until June 21st. The team still decided to hold this meeting on May 26th, as an additional opportunity to continue to strengthen our relationship with the community.

June 21st: ONS Community Outreach Meeting

Month of August: 50 hours of community outreach

SUPPORT DOCUMENTS:

To date, Sweet and Sour has received over 300 letters of support and petition signatures from the community. All live within the South End community

A GOOD COMMUNITY PARTNER:

Sweet and Sour will continue their community outreach long after our establishment is open. If any neighbor, community member, or direct abutter has a concern, our leadership will personally meet with them to ensure those concerns are heard.



Proposed Cannabis Establishment at 565 Columbus Ave, Boston

I support the above referenced Cannabis Establishment. As a person with close personal ties to the South End, I am particularly in favor of this location for the following reasons:

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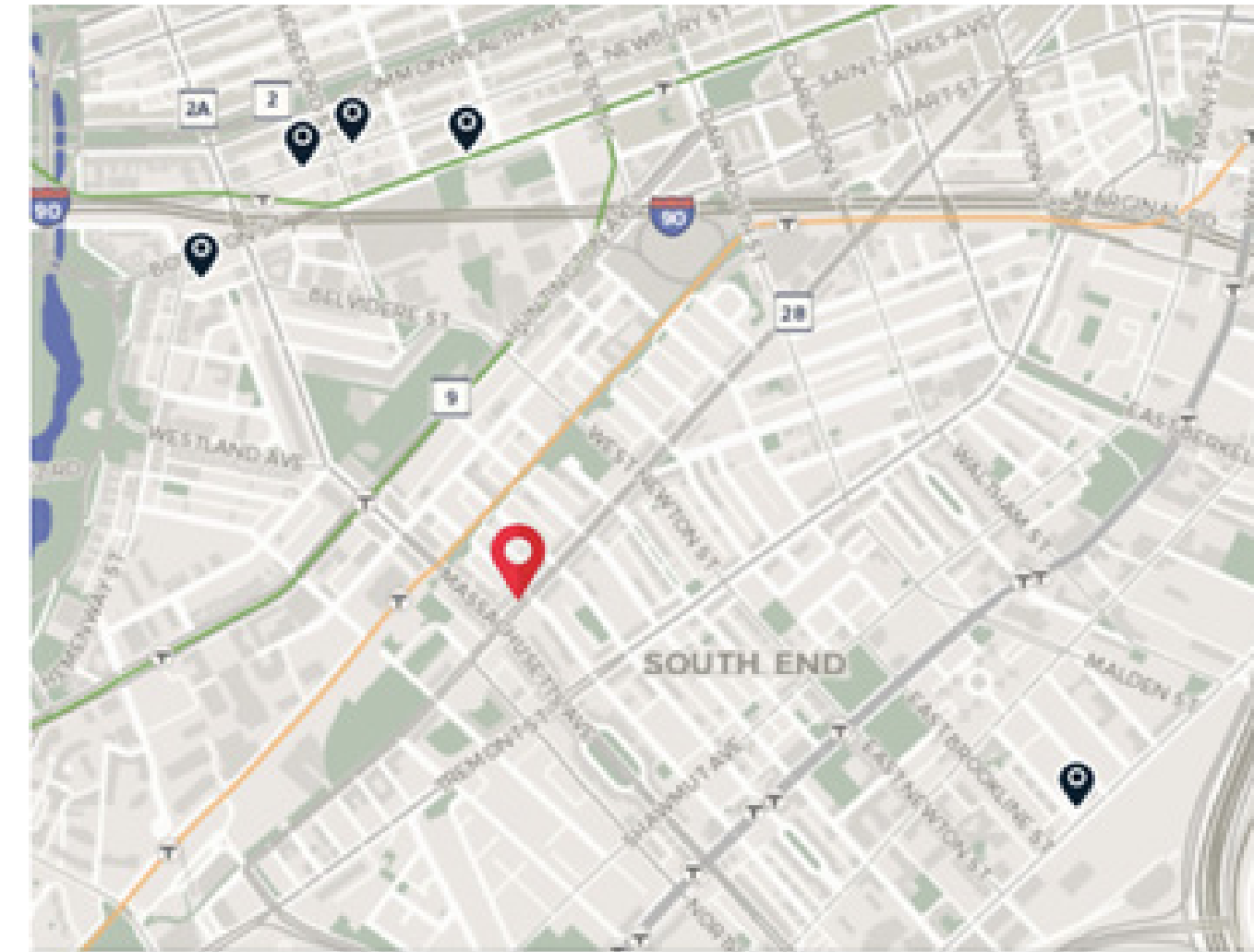
| GOOD NEIGHBORHOOD POLICY

- Organize a monthly clean-up crew that will help preserve Wellington Green, streetscapes, and nearby parks.
- To minimize traffic issues, 3 security teams will be on site
- Maintain open lines of communication with Sweet & Sour's owners
- A five-figure contribution to local needs such as neighborhood preservation and other community needs.
- Based on feedback from the community, we can add to this
- In the same way as Dunkin Donuts, we will implement an overnight trash pickup to relieve the neighborhood of excessive garbage.
- An MOU has been sent to Bob Barney, the president of Claremont Neighborhood Associations.

Population Density Map



POPULATION DENSITY MAP

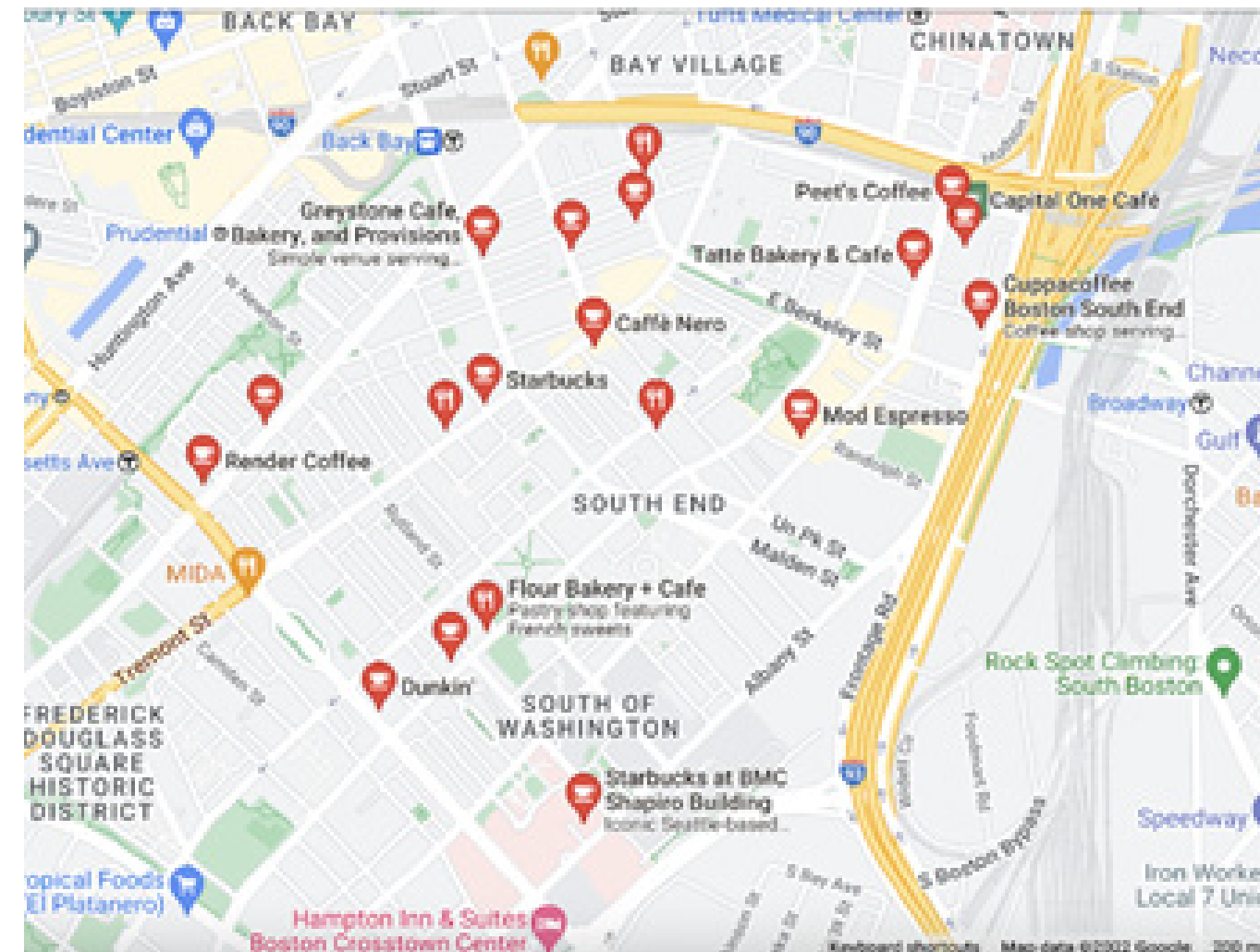


**HOST COMMUNITY AGREEMENT
OVERLAY**

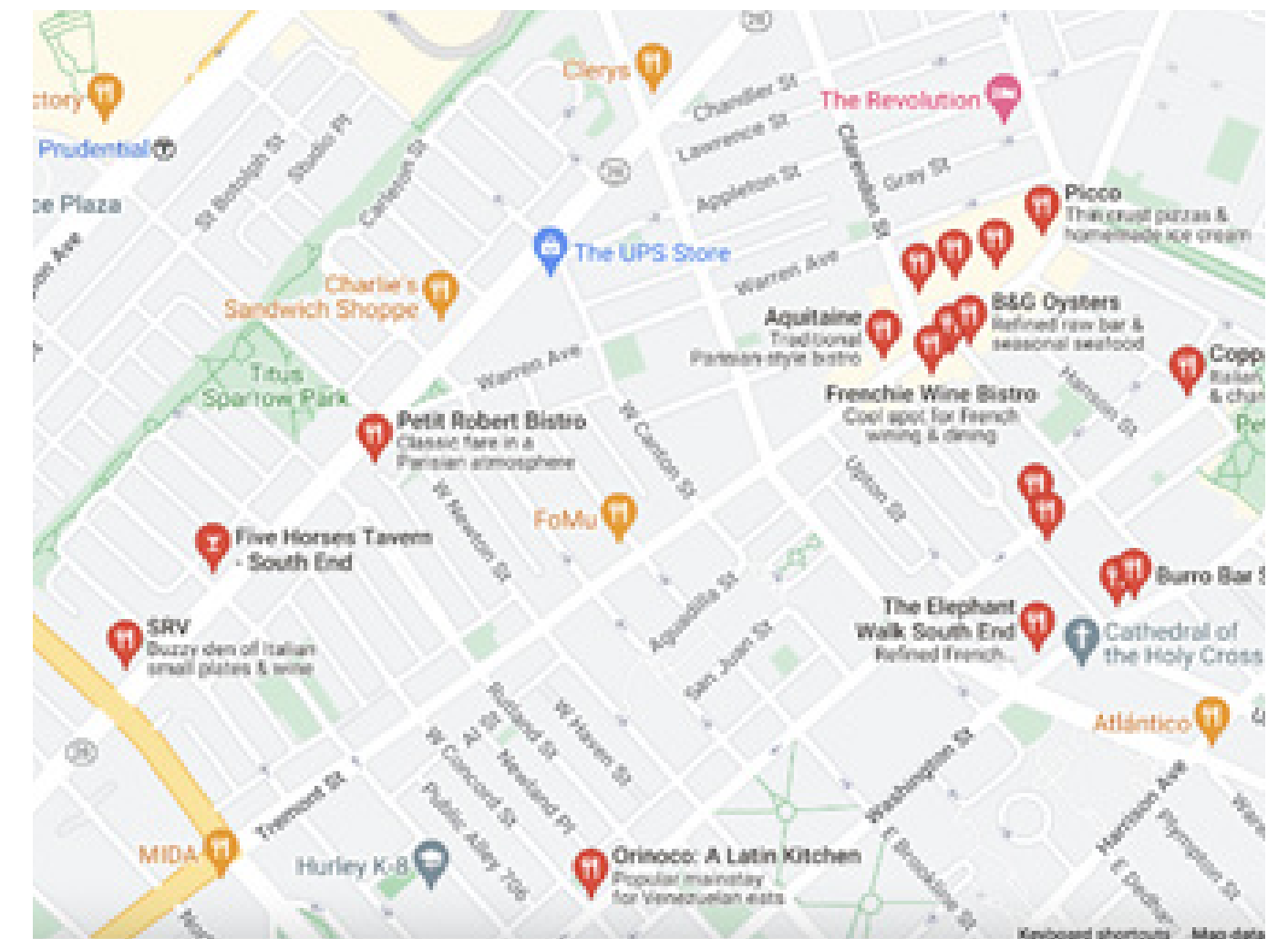
Population Density & Public Need



LIQUOR LICENSE



COFFEE SHOP



RESTAURANTS

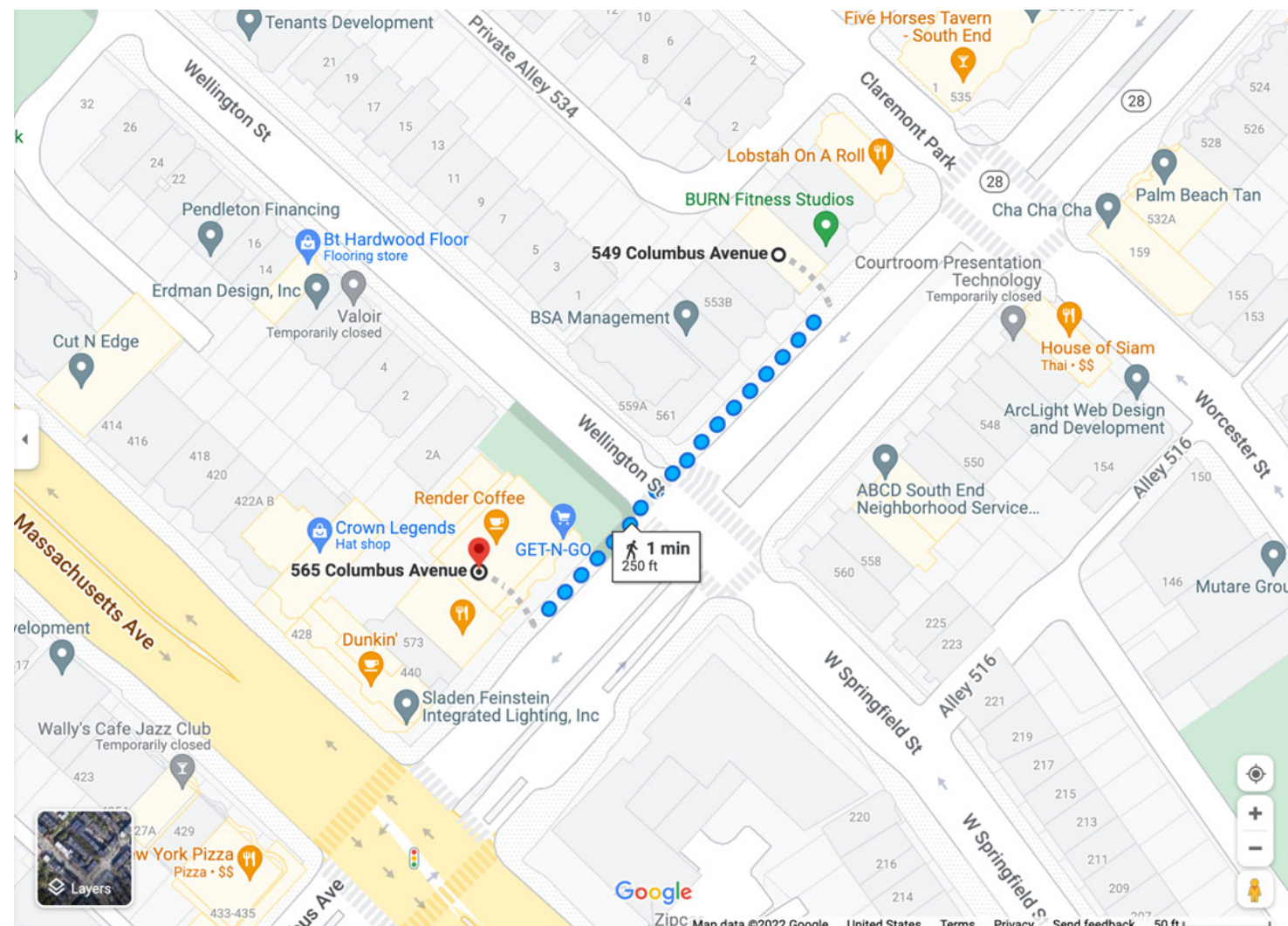
a. Image of a smaller van



b. Image of loading zone sign



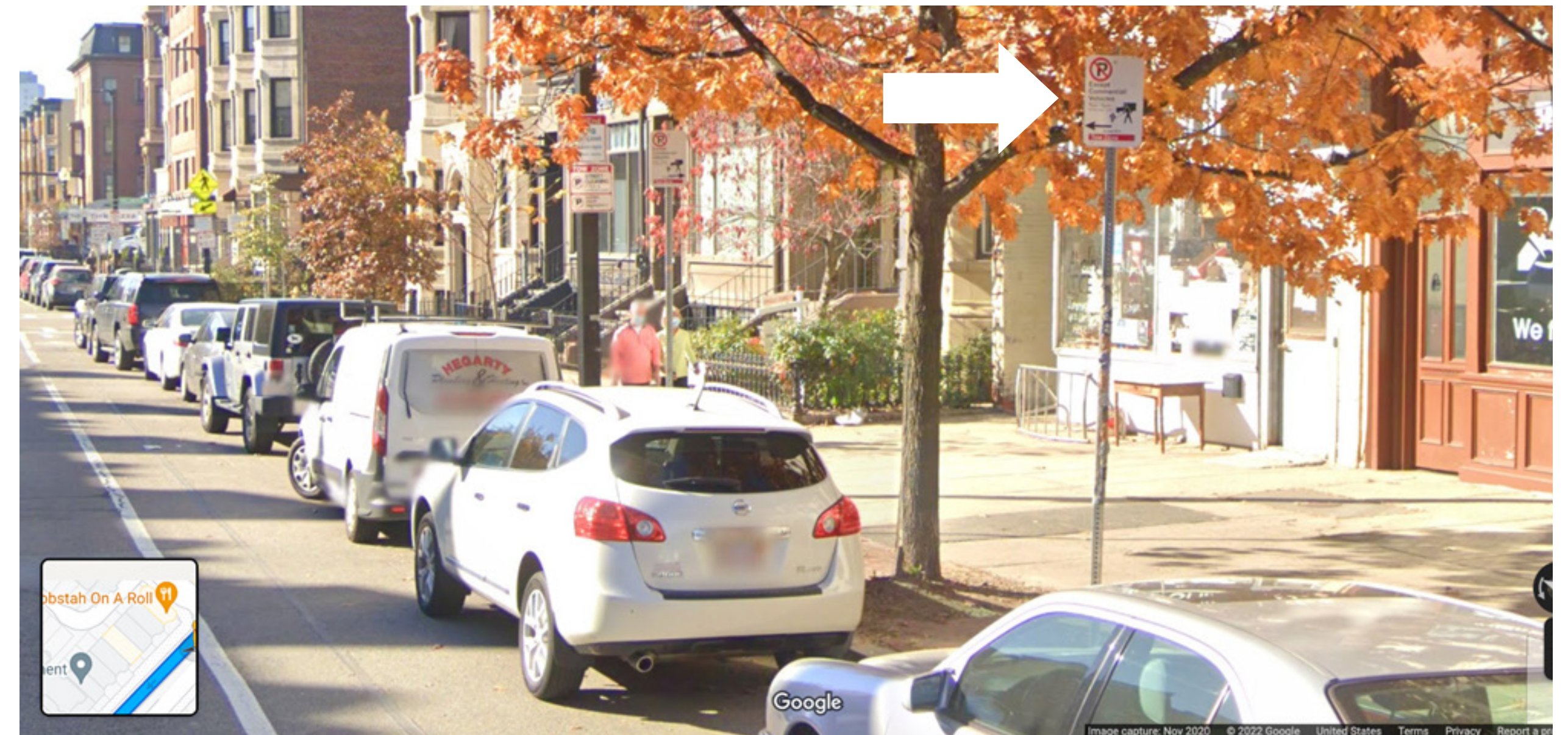
i.



ii.



iii.



iv.



v.

