Wayzata City Council Workshop Meeting Agenda
Wayzata City Hall Community Room, 600 Rice Street
TUESDAY, JANUARY 7, 2025

WORKSHOP TOPICS FOR DISCUSSION:

1. Discussion of Phase 2 of Municipal Cannabis Dispensary Feasibility Study by Point Seven Group (5:30-6:30 p.m.)

City Council Workshop
City Council Agenda Report

MEETING DATE: January 7, 2025	**WORKSHOP AGENDA ITEM:** 1
TITLE: Discussion of Phase 2 of Municipal Cannabis Dispensary Feasibility Study by Point Seven Group (5:30-6:30 p.m.)	
PREPARED BY: Aurora Yager, Deputy City Manager	
REVIEWED BY: Jeffrey Dahl, City Manager	

DISCUSSION OBJECTIVE:
To provide feedback on Phase 2 of Municipal Cannabis Dispensary Feasibility Study by Point Seven Group and discuss any potential next steps.

2024-2026 STRATEGIC PLAN PRIORITIES RELEVANCE:
Diversify Revenue
The City is exploring operation of a municipal dispensary to diversify and add revenues as a benefit to property taxpayers.

Sustain Community Character & Safety
The City is also exploring operation of a municipal dispensary to ensure and protect community safety and character.

BACKGROUND:

Local Response to Cannabis Legalization
In the spring of 2023, the State of Minnesota passed legislation that legalized the use, sale, and manufacturing of adult-use (high-potency, recreational) cannabis. For additional background on the City's actions since legalization, please refer to the following City Council agenda packets and meeting minutes:

- August 8, 2023 - Ordinances on Registration of Edible Cannabis Products, Use of Cannabis in Public Spaces
- December 5, 2023 - Workshop - Municipal Cannabis Dispensary Study Framework
- March 12, 2024 - Workshop - Financial Feasibility Study Proposals
- March 26, 2024 - Professional Services Agreement with Point Seven Group for Phase 1 Municipal Dispensary Business Plan and Financial Model
- June 4, 2024 - Workshop - Municipal Cannabis Dispensary Feasibility Study
- August 7, 2024 - Acceptance of First Phase of Wayzata Municipal Dispensary Business Plan; Professional Services Agreement with Point Seven Group for Municipal Dispensary Business Plan and Financial Model Phase 2
- October 8, 2024 - Workshop - Draft Cannabis-related Zoning Amendments to Chapter 935 and the Addition of Chapter 525 Regarding Regulations of Cannabis Businesses
- December 17, 2024 - First Reading of Ordinance 845 Regulation of Cannabis Businesses

Exploration of Municipal Cannabis Dispensary
Based on the Strategic Plan initiative to explore cannabis operations, staff drafted the attached Municipal Cannabis Dispensary Study Framework. Studying the financial feasibility of a dispensary is a crucial component of the study. The City hired a few consultants in multiple phases to conduct the Dispensary study and evaluate its results as outlined in the table below.

Vendor	Amount	Notes
Point Seven Group	$15,000 (plus travel expenses)	Business Plan and Financial Model - Phase 1
Point Seven Group	$17,000 (plus travel expenses)	Business Plan and Financial Model - Phase 2
Delaney Consulting	$2,415	Evaluation of Point Seven Group's Financial Model Results
Total	**$34,415**	

These studies are funded by the $100,000 allocated for this project in the 2024 Capital Improvement Plan. Additionally, the Council held back from allocating $264,053 of 2023 excess reserves pending future decisions regarding a municipal dispensary. The idea was that if the Council wanted to pursue a dispensary, they wanted to be able to allocate some resources towards the start up costs of the operation. Council direction on next steps will impact the future of how and where that $264,053 of 2023 excess reserves is allocated.

<u>Financial Feasibility Study Findings</u>

When the financial feasibility study results were first presented back in June, staff and Point Seven Group noted that they were based on information available from the Office of Cannabis Management at the time along with various other assumptions. At that point, Point Seven presented four scenarios along with a 5-year annual pro forma:

1. Utilizing a third-party delivery partner and owning and building out the dispensary
2. Utilizing a third-party delivery partner and renovating a leased site
3. Managing delivery internally and owning and building out the dispensary
4. Managing delivery internally and renovating a leased site

After five years, all scenarios were projected to be profitable by year five with Scenario 4 profitable by year three and had the highest net income at the end of year five. Based on the Council direction to continue to stress test the model, staff and Point Seven worked on updating the study based on the most feasible scenario (Scenario #2) which includes utilizing third party delivery and renovating a leased site. Based on this updated analysis, revenue and net income projections have decreased significantly, though still project being profitable by year three and a positive net income by year five.

A full comparison between the original financial feasibility study and the revised study along with notes about the changes to the assumptions is included in the memo below.

<u>Next Steps</u>

The City has reached another critical decision point in the study; decide to continue exploring the operation of a municipal dispensary and start preparing for a license application and community engagement or cease exploring a municipal cannabis dispensary.

ATTACHMENTS:

1. Municipal Cannabis Dispensary - Phase 2 Business Plan and Financial Feasibility Update Memo
2. Wayzata Financial Model - Phase 2
3. Wayzata Municipal Cannabis Enterprise Feasibility Study Framework - 7-30-2024
4. Wayzata Municipal Dispensary Business Plan - Original Phase 1
5. Wayzata Financial Model - Phase 1

Municipal Cannabis Dispensary
Business Plan and Financial Model Updates (Phase 2)

12/31/2024

Summary of Significant Changes to Business Plan and Financial Model Since June 4, 2024

Revenue:

- Reduced tourism impact on customer count. Net increase to monthly store customers of 118. Net decrease to monthly delivery customers of 87.
  - Reduced tourism assumptions from 20% of local population to 5%
  - Updated 21+ population in 3-mile radius.
  - Reduced seasonal event tourism assumptions by about 1,040 people.
- Reduced customer archetype profiles to more evenly distribute consumption and reduce monthly customer spend based on review of several nationwide studies of cannabis consumption. Average customer spend decreased from $287.00 to $183.75 per month.

Expenditures:

- **Startup Budget – Net decrease of $67,504**
  - Decreased start up inventory by $68,376 based on projected lower sales.
  - Increased cost of security and surveillance equipment by $80,000.
  - Increased cost of furniture and fixtures by $38,300.
  - Decreased cost of delivery vehicles and loading equipment by $60,000 since assuming it will be provided by a third party.
  - Increase pre-operational staffing by $68,823 to include bringing on staff one month earlier and accounting for use of recruiting agency for hiring.
  - Contingency reduced by $5,000 since based on 8% of total startup budget.
- **Real Estate**
  - Reduced sq. footage from 1,750 to 1,200 based on actual lease spaces that are potentially available on Wayzata Boulevard. This reduced the following expenses:
    - renovation costs reduced by $110,000
    - security deposit reduced by $8,250
    - Monthly rent reduced $1,375

- **Personnel**

  City Roles
  - Outsourced Communications to a third party based on lack of internal capacity for a net increase in annual cost of about $24,000.
  - Reduced allocation for Parks and Facilities manager's time to 5% since projecting leasing instead of owning the building for a decrease in annual cost of about $8,100.

  Dispensary Labor
  - Increase number of PT Retail Agents by two to keep up with demand and schedule needs for an annual increase of about $75,000.
  - Removed Distribution Manager since that responsibility will be handled internally for an annual savings of about $75,000.
  - Removed Delivery Agents since that will be provided by a third party for an annual savings of $45,760 (payroll only, other expenses with third party will occur).

  Third Party Professional Support
  - Added outsourced Communications Coordinator (see note above).
  - Added outsourced Secure Cash Transport for increase annual cost of about $19,200.

  Misc.
  - Added annual inflationary increases for COLA and step increases.

- **Other**
  - Eliminated Corporate Income Tax expenses since the City is exempt.

Original Financial Feasibility Projections – Phase 1
Presented June 4, 2024

Scenario 1: Delivery Partner, Full Buildout of an Owned Facility

ANNUAL PRO FORMA					
FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	Y2	Y3	Y4	Y5
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$559,776	$4,014,272	$4,154,772	$4,234,544
Gross Profit	**$0**	**$550,573**	**$3,984,509**	**$4,123,966**	**$4,203,146**
Startup Expenses	$80,000	$2,180,662	$0	$0	$0
Operating Expenses	$0	$396,580	$1,976,393	$2,020,386	$2,067,020
Operating Income	**($80,000)**	**($2,026,670)**	**$2,008,116**	**$2,103,580**	**$2,136,127**
ITDA Expenses	$0	$135,426	$999,205	$1,035,054	$1,053,919
Net Income	**($80,000)**	**($2,162,095)**	**$1,008,911**	**$1,068,526**	**$1,082,207**
Accrued Net Income	**($80,000)**	**($2,242,095)**	**($1,233,184)**	**($164,658)**	**$917,549**

Scenario 2: Delivery Partner, Lease and Renovation

ANNUAL PRO FORMA					
FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	Y2	Y3	Y4	Y5
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$559,776	$4,014,272	$4,154,772	$4,234,544
Gross Profit	**$0**	**$550,573**	**$3,984,509**	**$4,123,966**	**$4,203,146**
Startup Expenses	$80,000	$1,056,112	$0	$0	$0
Operating Expenses	$0	$406,030	$2,036,495	$2,084,094	$2,134,550
Operating Income	**($80,000)**	**($911,570)**	**$1,948,014**	**$2,039,872**	**$2,068,596**
ITDA Expenses	$0	$134,776	$995,073	$1,030,674	$1,049,277
Net Income	**($80,000)**	**($1,046,346)**	**$952,941**	**$1,009,198**	**$1,019,319**
Accrued Net Income	**($80,000)**	**($1,126,346)**	**($173,405)**	**$835,793**	**$1,855,112**

Scenario 3: Internal Delivery, Full Buildout of an Owned Facility

ANNUAL PRO FORMA					
FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	Y2	Y3	Y4	Y5
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$499,657	$3,599,451	$3,725,432	$3,796,960
Gross Profit	**$0**	**$610,692**	**$4,399,329**	**$4,553,306**	**$4,640,729**
Startup Expenses	$80,000	$2,219,056	$0	$0	$0
Operating Expenses	$0	$401,980	$2,010,737	$2,056,791	$2,105,609
Operating Income	**($80,000)**	**($2,010,345)**	**$2,388,593**	**$2,496,515**	**$2,535,121**
ITDA Expenses	$0	$153,312	$1,121,475	$1,161,230	$1,182,243
Net Income	**($80,000)**	**($2,163,657)**	**$1,267,118**	**$1,335,285**	**$1,352,878**
Accrued Net Income	**($80,000)**	**($2,243,657)**	**($976,539)**	**$358,746**	**$1,711,624**

Scenario 4: Internal Delivery, Lease and Renovation

ANNUAL PRO FORMA					
FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	Y2	Y3	Y4	Y5
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$499,657	$3,599,451	$3,725,432	$3,796,960
Gross Profit	**$0**	**$610,692**	**$4,399,329**	**$4,553,306**	**$4,640,729**
Startup Expenses	$80,000	$1,094,506	$0	$0	$0
Operating Expenses	$0	$411,430	$2,070,839	$2,120,499	$2,173,139
Operating Income	**($80,000)**	**($895,245)**	**$2,328,491**	**$2,432,807**	**$2,467,590**
ITDA Expenses	$0	$152,663	$1,117,343	$1,156,850	$1,177,600
Net Income	**($80,000)**	**($1,047,908)**	**$1,211,148**	**$1,275,957**	**$1,289,990**
Accrued Net Income	**($80,000)**	**($1,127,908)**	**$83,240**	**$1,359,197**	**$2,649,187**

Revised Financial Feasibility Projections – Phase 2

Scenario 2 (Revised): Delivery Partner, Lease and Renovation

ANNUAL PRO FORMA FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	**Y2**	**Y3**	**Y4**	**Y5**
Sales Revenue	$0	$725,001	$5,048,044	$5,224,725	$5,325,040
Cost of Goods Sold	$0	$361,598	$2,515,520	$2,603,563	$2,653,551
Gross Profit	**$0**	**$363,403**	**$2,532,524**	**$2,621,162**	**$2,671,489**
Startup Expenses	$80,000	$616,033	$0	$0	$0
Operating Expenses	$0	$348,657	$2,180,745	$2,269,371	$2,363,117
Operating Income	**($80,000)**	**($601,287)**	**$351,779**	**$351,791**	**$308,372**
ITDA Expenses	$0	$6,883	$41,300	$41,300	$41,300
Net Income	**($80,000)**	**($608,170)**	**$310,479**	**$310,491**	**$267,072**
Accrued Net Income	**($80,000)**	**($688,170)**	**($377,691)**	**($67,200)**	**$199,872**

Summary of Findings

(Comparing Scenario 2 in Phases 1 and 2 of the Study)

The revised financial feasibility model shows a significant decrease in revenues, gross profit, and net income. Despite this, it still projects several hundred thousand dollars in net income each year starting in year three. A breakdown summary of each financial metric is outlined below.

- **Revenue** decreased 37% but is projected to reach about $5.3 million by year five.
- **Gross Profit** was similarly reduced by about 36% and is projected to reach about $2.7 million by year five.
- **Operating Expenses** increased by about 11 % based on changes to expense assumptions highlighted above to about $2.4 million by year five.
- **Net Income** decreased by about 70% to an average of about $296,014 per year in years 3-5.
- **Accrued Net Income** decreased by about 89% and turns positive in year 5 in the amount of $199,872,

Revised Financial Model - Phase 2

Model Overview

PRIMARY COMPANY DETAILS	
Project Details	
Company Name	City of Wayzata
License Type	Retail (with possibility of delivery)

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Tab Color Key
Overview
Input
Output

DISCLAIMER/ASSUMPTIONS

Model Developed Using Known Information/Market Assumptions current as of 05/20/2024

RESOURCES/REFERENCES

Quick Links

- Minnesota Office of Cannabis Management**
- Minnesota Department of Health - Medical Cannabis
- Legislation (12th Engrossment - 93rd Legislature (2023 - 2024) Posted on 04/03/2024 10:30am)*
- Minnesota Department of Revenue - Cannabis Tax
- Minnesota NORML - Laws and Penalties
- Vangst Salary Guide***
- Minnesota Marijuana Policy Project

,**, denotes source material utilized throughout this model.**

CONVERSION CHART	
Standard Time Conversion Ratios	
Days in a Week	*7.0*
Days in a Month	*30.4*
Days in a Year	*365.0*
Weeks in a Month	*4.3*
Weeks in a Year	*52.0*
Months in a Year	*12.0*
Standard Weight Conversion Ratios	
Grams in an Ounce	*28.3495*
Grams in a Pound	*453.592*
Ounces in a Pound	*16*
Extract Oil Viscosity (1g/1ml)	*1:1*
Standard Employee Metrics	
Full-Time Weekly Hours	*40*
Part-Time Weekly Hours	*25*
Full-Time Annual Hours	*2,080*

Market Analysis

BASE MARKET FIGURES		
Statewide Figures		
Minnesota Population (2022)	5,714,300	People
Minnesota 21+ Population %	73.7%	of Population
Minnesota 21+ Population (2023)	4,211,439	Adults
Minnesota Median Age	39.0	Years Old
Minnesota Median Household Income	$84,313	Income
Minnesota Unemployment Rate (Dec 2023)	2.9%	Unemployed
Minnesota Population Annual Growth Rate	0.41%	Growth
Total Visitors to Minnesota (2022)	76,600,000	Visitors
Local Figures		
Wayzata Population	4,434	People
Wayzata 21+ Population %	85.20%	of Population
Wayzata 21+ Population (2022)	3,778	Adults
Wayzata Population (3-miles)	46,472	People
Wayzata Population (5-miles)	123,731	People
Wayzata Median Age	56.5	Years Old
Wayzata Median Household Income	$118,456	Income
Hennepin County Unemployment Rate (Feb 2024)	3.00%	Unemployed
Wayzata Persons in Poverty	4.4%	Impoverished

POPULATION GROWTH		
Statewide Population Growth	**Total**	**21+**
Minnesota Population 2023	5,737,729	4,228,706
Minnesota Population 2024	5,761,253	4,246,044
Minnesota Population 2025	5,784,874	4,263,452
Minnesota Population 2026	5,808,592	4,280,933
Minnesota Population 2027	5,832,408	4,298,484
Minnesota Population 2028	5,856,321	4,316,108
Wayzata 3-mile Population Growth	**Total**	**21+**
Wayzata Population (3-mile) 2024	46,663	39,756
Wayzata Population (3-mile) 2025	46,854	39,919
Wayzata Population (3-mile) 2026	47,046	40,083
Wayzata Population (3-mile) 2027	47,239	40,247
Wayzata Population (3-mile) 2028	47,433	40,413
Wayzata Population (3-mile) 2029	47,627	40,578
Wayzata 5-mile Population Growth	**Total**	**21+**
Wayzata Population (5-mile) 2024	124,238	105,851
Wayzata Population (5-mile) 2025	124,748	106,285
Wayzata Population (5-mile) 2026	125,259	106,721
Wayzata Population (5-mile) 2027	125,773	107,158
Wayzata Population (5-mile) 2028	126,288	107,598
Wayzata Population (5-mile) 2029	126,806	108,039

SUPPORTING ANALYSIS, MEDICAL (APRIL 2024)

Medical Cannabis Operators

Current Dispensing Location Details

Dispensing Locations	15
Registered Patients	46,287
Certifying Practitioners	2,543

Current Medical Cannabis Manufacturers

- Green Goods
- RISE (Formerly LeafLine Labs)

Qualifying Conditions

- Alzheimer's disease
- Amyotrophic lateral sclerosis (ALS)
- Autism spectrum disorder (must meet DSM-5)
- Cancer*
- Chronic motor or vocal tic disorder
- Chronic pain
- Glaucoma
- HIV/AIDS
- Inflammatory bowel disease, including Crohn’s disease
- Intractable pain
- Irritable bowel syndrome
- Obsessive-compulsive disorder
- Obstructive sleep apnea
- Post-traumatic stress disorder (PTSD)
- Seizures, including those characteristic of epilepsy
- Severe and persistent muscle spasms, including those characteristic of multiple sclerosis (MS)
- Sickle cell disease
- Terminal illness, with a probable life expectancy of less than one year*
- Tourette syndrome

*If your illness or its treatment produces one or more of the following: severe or chronic pain; nausea or severe vomiting; or cachexia or severe wasting.

Allowable Products

- Liquid, including but not limited to oil
- Pill
- Liquid or oil for use with a vaporized delivery method
- Water-soluble cannabinoid multiparticulate, including granules, powder, and sprinkles
- Orally dissolvable product, including lozenges, gum, mints, buccal tablets, and sublingual tablets
- Topical formulation
- Any allowable form or delivery method approved by the office

SUPPORTING ANALYSIS, ADULT-USE*

Allowable License Types

Microbusiness
- Up to 5,000 square feet of plant canopy for indoor
- Up to one-half (1/2) acre of mature, flowering plants for outdoor
- May operate up to one retail location
- May permit on-site consumption of edible cannabis products

Mezzobusiness
- Up to 15,000 square feet of plant canopy for indoor
- Up to one acre of mature, flowering plants for outdoor
- May operate up to three retail locations

Cultivator (Craft and Bulk)
- Both indoor and outdoor cultivation allowed.
- Craft limited to 10,000 sqft of canopy
- Bulk limited to 30,000 sqft of canopy
- Bulk cultivator unavailable before July 1, 2026, unless needed to meet demand
- Cannabis must be certified organic by the agriculture commissioner

Manufacturer
- Extraction method must be approved by the board.
- Must have a certification from an independent industrial hygienist or professional engineer
- May only add chemicals or compounds approved by the board to concentrates
- All ingredients in cannabis products must be disclosed

Retailer
- May operate up to five retail locations
- May also hold a delivery license, medical retailer license, and a cannabis event organizer license

Wholesaler
- May purchase and sell cannabis between businesses
- May also hold a transporter, a delivery service, and a cannabis event organizer license

Transporter
- Transport all product types between all licensees

Testing Facility
- Tests all cannabis products for quality compliance

Event Organizer
- May organize a temporary cannabis event lasting no more than four days
- A cannabis event may designate an area for consumption

Delivery Service
- May purchase from retailers to deliver to consumers

STATEWIDE MARKET VALUE ANALYSIS

Estimated Purchaser Base and Annual Consumption

Minnesota 21+ Population (2023)	4,228,706	Adults
(plus) Additional Tourism (50% of Population Base)	2,114,353	Adults
Total Addressable Market	**6,343,059**	**Adults**
(multiplied by) % Adult-Use Purchasers	14.0%	
Serviceable Addressable Market	**888,028**	**Adults**
(multiplied by) % Legal Market Adoption	50%	of market, Currently 27%
Serviceable Obtainable Market	**444,014**	**Adults**
Estimated 2025 Market Value - Vicente LLP	**$418,000,000**	**Market Value**
Estimated 2025 Market Value - AU + Medical	**$551,000,000**	**Market Value**

Revenue Inputs

ANALYSIS OF LOCAL MARKET SHARE		
STOREFRONT: Estimated Initial Purchaser Base (Y1)		
Wayzata 21+ Population 3-mile	39,919	Adults
(plus) Additional Traffic (5% of Local Population)	1,996	Adults
Total Addressable Market	**41,915**	**Adults**
(multiplied by) % Adult Use Purchasers	14.0%	
Total Target Market	**5,868**	**Adults**
(multiplied by) % Legal Market Adoption	50.0%	
Total Realizable Market Potential	**2,934**	**Adults**
(multiplied by) % of Local Market Share (1/3)	33%	
Total Monthly Storefront Customers	**968**	**Adults**
(plus) Seasonal Event Tourism (M6, M10)	**116**	**Adults (Customers)**
DELIVERY: Estimated Initial Purchaser Base (Y1) (Toggle on Delivery Ta		
Wayzata 21+ Population 5-mile	106,285	Adults
(plus) Additional Traffic (5% of Local Population)	5,314	Adults
Total Addressable Market	**111,599**	**Adults**
(multiplied by) % Adult Use Purchasers	14.0%	
Total Target Market	**15,624**	**Adults**
(multiplied by) % Legal Market Adoption	50.0%	
Total Realizable Market Potential	**7,812**	**Adults**
(multiplied by) % of Local Market Share (1/8)	12.5%	
Total Monthly Delivery Customers	**976**	**Adults**

SUPPORTING REVENUE METRICS AND ANALYSIS		
Discounts and Price Changes		
Annual Product Price Decrease (Y2)	8%	Decrease
Annual Product Price Decrease (Y3)	10%	Decrease
Annual Product Price Decrease (Y4)	9%	Decrease
Annual Product Price Decrease (Y5+)	5%	Decrease
Sales and Discounts		
% of Qualifying Sales for Discount	10%	of Sales
Average Discount %	15%	off MSRP
Purchaser Base Growth Rate		
Y2 Purchaser Base Growth	25%	Increase
Y3 Purchaser Base Growth	15%	Increase
Y4 Purchaser Base Growth	12%	Increase
Y5+ Purchaser Base Growth	10%	Increase

Balance Check	
Product List %	100.0%
Customer Spend %	100.0%

PRODUCT PRICING ASSUMPTIONS			
Product Category	**% of Average Sale**	**Average Price Per Unit**	**Cost / Gram**
Flower (3.5g)	17.0%	$50.00	$14.29
Flower (7g)	8.0%	$85.00	$12.14
Pre-Roll 5-pack (3.5g)	14.0%	$45.00	$12.86
Bulk Flower Trim (7g)	12.0%	$50.00	$7.14
Vaporizer Cartridges (500mg)	15.0%	$75.00	
Extracts (500mg)	14.0%	$50.00	
Edibles (100mg)	9.0%	$30.00	
Beverages (100mg)	3.0%	$25.00	
Other Cannabis Products (100mg)	7.0%	$35.00	
Non-Cannabis Goods	1.0%	$20.00	

CUSTOMER ARCHETYPE PROFILES		
Estimated Customer Consumption Distribution		
Conservative	$75 per month	25.0%
Social	$150 per month	25.0%
Active	$225 per month	30.0%
Frequent	$300 per month	20.0%
Average Monthly Customer Spend		**$183.75**

PRODUCT SALES ANALYSIS					
Launch			Y2		
Monthly Units Sold	Monthly Sales	Average Price Per Unit	Monthly Units Sold	Monthly Sales	Average Price Per Unit
1,215	$60,749	$50	1,321	$60,749	$46
336	$28,588	$85	366	$28,588	$78
1,112	$50,028	$45	1,208	$50,028	$41
858	$42,882	$50	932	$42,882	$46
715	$53,602	$75	777	$53,602	$69
1,001	$50,028	$50	1,088	$50,028	$46
1,072	$32,161	$30	1,165	$32,161	$28
429	$10,720	$25	466	$10,720	$23
715	$25,014	$35	777	$25,014	$32
712	$14,248	$20	774	$14,248	$18

PRODUCT SALES ANALYSIS					
Y3			Y4		
Monthly Units Sold	Monthly Sales	Average Price Per Unit	Monthly Units Sold	Monthly Sales	Average Price Per Unit
1,687	$69,861	$41	1,919	$72,306	$38
467	$32,876	$70	531	$34,026	$64
1,544	$57,533	$37	1,756	$59,546	$34
1,191	$49,314	$41	1,355	$51,040	$38
993	$61,642	$62	1,129	$63,800	$57
1,390	$57,533	$41	1,581	$59,546	$38
1,489	$36,985	$25	1,693	$38,280	$23
596	$12,328	$21	677	$12,760	$19
993	$28,766	$29	1,129	$29,773	$26
989	$16,386	$17	1,125	$16,959	$15

PRODUCT SALES ANALYSIS		
Y5		
Monthly Units Sold	Monthly Sales	Average Price Per Unit
2,059	$73,695	$36
570	$34,680	$61
1,884	$60,690	$32
1,453	$52,020	$36
1,211	$65,025	$54
1,696	$60,690	$36
1,817	$39,015	$21
727	$13,005	$18
1,211	$30,345	$25
1,207	$17,285	$14

Expense Inputs

STARTUP BUDGET	
Beginning Inventory	
Startup Marijuana Product Inventory	$176,886
Startup Non-Marijuana Product Inventory	$1,787
Equipment	
Water Cooler	$500
Commercial-Grade Refrigerator(s)	$4,000
Commercial Sink	$800
Commercial Dishwasher	$2,000
Break Room Kitchen Equipment	$3,500
Point-of-Sale & METRC Technology	$4,000
Delivery Order Management	$0
Vault and Cash/Product Storage Equipment	$25,000
Security Alarm, Surveillance and Key Access Equipment	$160,000
Odor Control and HVAC Equipment	$20,000
Delivery Vehicles (x2) (If Applicable)	$0
Loading/Unloading Equipment	$0
Facility Acquisition and/or Improvements	
Acquisition of Property (If Applicable)	$0
Facility Renovations or Buildout	$240,000
Temporary Utilities	$10,000
Security Deposit & Due Diligence	$18,000
Other Construction Costs	$0
Furniture and Fixtures	
Computers and Printers	$16,000
TV/Menu Display Fixtures	$15,000
Product Display Fixtures	$20,000
Lighting Fixtures	$16,000
Bike Racks	$2,000
Break Room and Office Furniture	$1,600
Waiting Room Furniture	$3,000
Sales Floor Furniture	$3,000
Marketing and Advertising	
Advertising Outlets	$20,000
Association Membership	$1,500
Grand Opening Event Budget	$5,000
Educational Material Printing	$500
Business Printing	$500
Website/Social Media Build and Setup	$10,000
Search Engine Optimization	$2,500
Pre-Operational Staffing	
Personnel Wages and Benefits - City Employees + Dispensary Emp	$70,585
Training Program Administration	$25,000
Employment Recruitment through Staffing Agency/Recruiter	$63,918
Employee Registration Fees ($500 per employee on average)	$7,500
State & Local License Procurement	
Application Submission Fee*	$2,500
Initial Licensing Fee*	$2,500
Additional Licensing/Permits	$1,500
Legal Support	$15,000
Accounting Support	$2,500
Architect Support	$15,000
Consulting Support	$45,000
Startup Cost Contingency (8%)	$82,726
Total Startup Budget	**$1,116,802**

OPERATIONAL BUDGET		
Cost of Goods Sold		
Average Retail Product Wholesale Cost	45%	of revenue
Average Delivery Product Wholesale Cost (If Applicable)	55%	of revenue
Operating Expenses		
Annual Licensing Fee	$5,000	per annum
Facility and Vehicle Maintenance (If Applicable)	$0	per month
Insurance	$4,000	per month
Marketing & Sales	$30,000	per month
Membership & Certifications	$800	per month
Miscellaneous	$3,500	per month
Operational Contingency (8%)	$12,944	per month
Personnel (SG&A)	$70,585	per month
Professional Services	$42,100	per month
Property Rent (If Applicable)	$3,000	per month
Security Monitoring & Software	$1,500	per month
Software, Phone & Internet	$2,500	per month
Supplies (SG&A)	$1,500	per month
Utilities (SG&A)	$1,000	per month
Waste/Janitorial Services (SG&A)	$900	per month
Total Operating Budget	**$169,745**	**Per Month**

0.415826315

ADDITONAL PRO FORMA FACTORS		
Corporate Income Tax Expenses		
Federal Tax Rate	$0	of Gross Profit
State Tax Rate	$0	of Operating Income
Local Tax Rate	0%	of Gross Profit
Loan and Interest Payments		
Debt Principal	$1,600,000	loan
Debt Interest Rate	15%	APR
Debt Term	36	months
Depreciation		
Useful Life	84	months
Salvage Value	0%	salvage

OPERATIONAL BUDGET ANALYSIS		
Expense Growth and Changes		
Annual Operating Expense Growth Rate	6%	annual growth

STARTUP BUDGET ANALYSIS		
Startup Subtotals		
Total Beginning Invent	$178,673	
Total Equipment	$219,800	
Total Facility Acquisitic	$268,000	$296,400
Total Furniture and Fix	$76,600	322.5142857
Total Marketing and A	$40,000	
Total Pre-Op Staffing	$167,003	
Total License Procurei	$84,000	

SOURCES AND USES OF CAPITAL	
Sources of Capital	
City/Municipal Loans (Interr	$0
Long-Term Debt	$1,600,000
Total Sources	**$1,600,000**
Uses of Capital	
Startup Expenses	$1,116,802
3-month operations	$509,236
Capital Runway	-$26,038
Total Uses	**$1,600,000**

Real Estate

SCENARIO 1: PURCHASE/BUILDOUT	
Facility Acquisition and Improvements	
Acquisition of Property (If Applicat	$0
Facility Renovations Materials/Lab	$960,000
Temporary Utilities	$10,000
Security Deposit & Due Diligence	$10,000
Other Construction Costs	$7,500

SCENARIO 2: RETAIL LEASE	
Facility Acquisition and Improvements	
Acquisition of Property (If Applicable)	$0
Facility Renovations - Tenant Improveme	$240,000
Temporary Utilities	$10,000
Security Deposit & Due Diligence	$18,000
Other Construction Costs	$0

Real Estate Analysis	
Total Land Size (Acres) (If applica	1.00
Land Cost per Acre	$0
Total Facility SQFT	1,200
Renovation cost per sqft	$800

Real Estate Analysis	
Total Facility SQFT	1,200
Facility Taxable Fees per sqft	$9
Facility CAM per sqft	$8
Facility Rent per sqft	$30
Tenant Renovation Cost per sqft	$200
Facility Monthly Rent (If Applicable)	$3,000

Real Estate Scenario Toggle Mark 1 for scenario 1, mark 0 for scenario 2		
Scenario 1	0	Toggle
Scenario 2	1	Toggle

Estimated Using: 1310 Wayzata Boulevard, Wayzata, MN 55391, USA		
RETAIL ANALYSIS - POTENTIAL SITES		
1310 Wayzata Boulevard, Wayzata, MN 55391, USA - 1-mile/1.609km		
Population	5,657	
Area	8.1/km2	
Density	708.1/km	per kilometer
1310 Wayzata Boulevard, Wayzata, MN 55391, USA - 3-mile/4.828km		
Population	46,472	
Area	73.3/km2	
Density	634.20	per kilometer
1310 Wayzata Boulevard, Wayzata, MN 55391, USA - 5-mile/8.046km		
Population	123,731	
Area	203.5/km2	
Density	607.90	per kilometer

Delivery Inputs

Delivery Toggle (Input "1" for Yes, "0" for No)		
Partner Delivery Service	1	Toggle
Internal Delivery Service	0	Toggle
DELIVERY: Estimated Initial Purchaser Base (Y1) (Toggle on Delivery T		
Wayzata 21+ Population 5-mile	106,285	Adults
(plus) Additional Tourism (20% of Local Population)	5,314	Adults
Total Addressable Market	**111,599**	**Adults**
(multiplied by) % Adult Use Purchasers	14.0%	
Total Target Market	**15,624**	**Adults**
(multiplied by) % Legal Market Adoption	50.0%	
Total Realizable Market Potential	**7,812**	**Adults**
(multiplied by) % of Local Market Share (1/10)	13%	
Total Monthly Delivery Customers	**976**	**Adults**

STARTUP BUDGET	
Equipment	
Delivery Vehicles (x2) (If Applicab	$0
Loading/Unloading Equipment	$0
Delivery Order Management	$0

OPERATIONAL BUDGET		
Cost of Goods Sold		
Average Delivery Product Wholes	55%	of revenue
Operating Expenses		
Facility and Vehicle Maintenance	$0	per month
Insurance	$4,000	per month
Staffing	$0.00	per month

Personnel Inputs

						FY1				
						1	2	3	4	5
						Y1M1	Y1M2	Y1M3	Y1M4	Y1M5
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800					
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000					
Parks & Facilities Manager	$81,000	N/A	5%		$4,050					
HR Generalist	$85,000	N/A	10%		$8,500					
Senior Accountant	$103,000	N/A	25%		$25,750					
Accountant	$73,000	N/A	25%		$18,250					
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000					
Assistant General Manager	$75,000	$36.1	40	1	$75,000					
Total Monthly Payroll - FTE										
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760					
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300					
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000					
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760					
Total Monthly Payroll - PTE										
Total Monthly Payroll - FTE + PTE						$0	$0	$0	$0	$0
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$0	$0	$0	$0
Total Monthly Payroll + Employee Benefits						$0	$0	$0	$0	$0
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000					
Convergent Contracted For Security Monitoring	$1,500	12			$18,000					
Contracted Loffler (Computers)	$1,000	12			$12,000					
Outsourced Director of Security	$10,000	12			$120,000					
Outsourced Security Agent(s)	$7,500	12			$90,000					
Outsourced Communications Coordinator	$3,000	12			$36,000					
Contracted Certified Public Accountant	$500	12			$6,000					
Outsourced Secure Cash Transport	$1,600	$12			$19,200					
Total Monthly Third-Party Support						$0	$0	$0	$0	$0
Total Monthly Personnel + Third-Party						$0	$0	$0	$0	$0

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

						6	7	8	Acquire License/Approval 9	10
						Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800					
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000					
Parks & Facilities Manager	$81,000	N/A	5%		$4,050					
HR Generalist	$85,000	N/A	10%		$8,500					
Senior Accountant	$103,000	N/A	25%		$25,750					
Accountant	$73,000	N/A	25%		$18,250					
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000					
Assistant General Manager	$75,000	$36.1	40	1	$75,000					
Total Monthly Payroll - FTE										
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760					
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300					
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000					
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760					
Total Monthly Payroll - PTE										
Total Monthly Payroll - FTE + PTE						**$0**	**$0**	**$0**	**$0**	**$0**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$0	$0	$0	$0
Total Monthly Payroll + Employee Benefits						**$0**	**$0**	**$0**	**$0**	**$0**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000					
Convergent Contracted For Security Monitoring	$1,500	12			$18,000					
Contracted Loffler (Computers)	$1,000	12			$12,000					
Outsourced Director of Security	$10,000	12			$120,000					
Outsourced Security Agent(s)	$7,500	12			$90,000					
Outsourced Communications Coordinator	$3,000	12			$36,000					
Contracted Certified Public Accountant	$500	12			$6,000					
Outsourced Secure Cash Transport	$1,600	$12			$19,200					
Total Monthly Third-Party Support						**$0**	**$0**	**$0**	**$0**	**$0**
Total Monthly Personnel + Third-Party						**$0**	**$0**	**$0**	**$0**	**$0**

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

						11	12	FY2 13	14	15
						Y1M11	Y1M12	Y2M1	Y2M2	Y2M3
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800					
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000					
Parks & Facilities Manager	$81,000	N/A	5%		$4,050					
HR Generalist	$85,000	N/A	10%		$8,500					
Senior Accountant	$103,000	N/A	25%		$25,750					
Accountant	$73,000	N/A	25%		$18,250					
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000					
Assistant General Manager	$75,000	$36.1	40	1	$75,000					
Total Monthly Payroll - FTE										
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760					
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300					
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000					
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760					
Total Monthly Payroll - PTE										
Total Monthly Payroll - FTE + PTE						**$0**	**$0**	**$0**	**$0**	**$0**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$0	$0	$0	$0
Total Monthly Payroll + Employee Benefits						**$0**	**$0**	**$0**	**$0**	**$0**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000					
Convergent Contracted For Security Monitoring	$1,500	12			$18,000					
Contracted Loffler (Computers)	$1,000	12			$12,000					
Outsourced Director of Security	$10,000	12			$120,000					
Outsourced Security Agent(s)	$7,500	12			$90,000					
Outsourced Communications Coordinator	$3,000	12			$36,000					
Contracted Certified Public Accountant	$500	12			$6,000					
Outsourced Secure Cash Transport	$1,600	$12			$19,200					
Total Monthly Third-Party Support						**$0**	**$0**	**$0**	**$0**	**$0**
Total Monthly Personnel + Third-Party						**$0**	**$0**	**$0**	**$0**	**$0**

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

						Begin Construction/Renovations 16 Y2M4	17 Y2M5	18 Y2M6	19 Y2M7	20 Y2M8
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800					
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000					
Parks & Facilities Manager	$81,000	N/A	5%		$4,050					
HR Generalist	$85,000	N/A	10%		$8,500					
Senior Accountant	$103,000	N/A	25%		$25,750					
Accountant	$73,000	N/A	25%		$18,250					
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000				1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000					
Total Monthly Payroll - FTE										
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760					
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300					
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000					
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760					
Total Monthly Payroll - PTE										
Total Monthly Payroll - FTE + PTE						**$0**	**$0**	**$0**	**$0**	**$0**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$0	$0	$0	$0
Total Monthly Payroll + Employee Benefits						**$0**	**$0**	**$0**	**$0**	**$0**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000					
Convergent Contracted For Security Monitoring	$1,500	12			$18,000					
Contracted Loffler (Computers)	$1,000	12			$12,000					
Outsourced Director of Security	$10,000	12			$120,000					
Outsourced Security Agent(s)	$7,500	12			$90,000					
Outsourced Communications Coordinator	$3,000	12			$36,000					
Contracted Certified Public Accountant	$500	12			$6,000					
Outsourced Secure Cash Transport	$1,600	$12			$19,200					
Total Monthly Third-Party Support						**$0**	**$0**	**$0**	**$0**	**$0**
Total Monthly Personnel + Third-Party						**$0**	**$0**	**$0**	**$0**	**$0**
Inflationary Allocation - FTE		7.00%								
Inflationary Allocation - PTE		3.00%								

PAYROLL TABLE ANALYSIS

Wage Analysis	**Wage Rate**	**% Change**	**$ Change**
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

	City Salary	Direct Labor Hourly Wage	% of Time - Dispensary	#	Annual Dispensary Cost	21 Y2M9	Open Operatio 22 Y2M10	First Sale 23 Y2M11	24 Y2M12	FY3 25 Y3M1
CITY ROLES										
Officers/Managers (SG&A)										
City Manager	$180,000	N/A	6%		$10,800		1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000		1	1	1	1
Parks & Facilities Manager	$81,000	N/A	5%		$4,050		1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500		1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750		1	1	1	1
Accountant	$73,000	N/A	25%		$18,250		1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Total Monthly Payroll - FTE							**$22,446**	**$22,446**	**$22,446**	**$24,017**
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760		10	10	10	10
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300		2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000		0	0	0	0
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760		0	0	0	0
Total Monthly Payroll - PTE							**$31,850**	**$31,850**	**$31,850**	**$32,806**
Total Monthly Payroll - FTE + PTE						**$0**	**$54,296**	**$54,296**	**$54,296**	**$56,823**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$16,289	$16,289	$16,289	$17,047
Total Monthly Payroll + Employee Benefits						**$0**	**$70,585**	**$70,585**	**$70,585**	**$73,869**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000			1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000			1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000			1	1	1
Outsourced Director of Security	$10,000	12			$120,000			1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000			3	3	3
Outsourced Communications Coordinator	$3,000	12			$36,000			1	1	1
Contracted Certified Public Accountant	$500	12			$6,000			1	1	1
Outsourced Secure Cash Transport	$1,600	$12			$19,200			1	1	1
Total Monthly Third-Party Support						**$0**	**$0**	**$42,100**	**$42,100**	**$42,100**
Total Monthly Personnel + Third-Party						**$0**	**$70,585**	**$112,685**	**$112,685**	**$115,969**

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

						26	27	28	29	30
						Y3M2	Y3M3	Y3M4	Y3M5	Y3M6
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	5%		$4,050	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Total Monthly Payroll - FTE						**$24,017**	**$24,017**	**$24,017**	**$24,017**	**$24,017**
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760	10	10	10	10	10
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000	0	0	0	0	0
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760	0	0	0	0	0
Total Monthly Payroll - PTE						**$32,806**	**$32,806**	**$32,806**	**$32,806**	**$32,806**
Total Monthly Payroll - FTE + PTE						**$56,823**	**$56,823**	**$56,823**	**$56,823**	**$56,823**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$17,047	$17,047	$17,047	$17,047	$17,047
Total Monthly Payroll + Employee Benefits						**$73,869**	**$73,869**	**$73,869**	**$73,869**	**$73,869**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Outsourced Communications Coordinator	$3,000	12			$36,000	1	1	1	1	1
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Outsourced Secure Cash Transport	$1,600	$12			$19,200	1	1	1	1	1
Total Monthly Third-Party Support						**$42,100**	**$42,100**	**$42,100**	**$42,100**	**$42,100**
Total Monthly Personnel + Third-Party						**$115,969**	**$115,969**	**$115,969**	**$115,969**	**$115,969**

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	**Wage Rate**	**% Change**	**$ Change**
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

	City Salary	Direct Labor Hourly Wage	% of Time - Dispensary	#	Annual Dispensary Cost	31 Y3M7	32 Y3M8	33 Y3M9	34 Y3M10	35 Y3M11
CITY ROLES										
Officers/Managers (SG&A)										
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	5%		$4,050	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Total Monthly Payroll - FTE						**$24,017**	**$24,017**	**$24,017**	**$24,017**	**$24,017**
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760	10	10	10	10	10
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000	0	0	0	0	0
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760	0	0	0	0	0
Total Monthly Payroll - PTE						**$32,806**	**$32,806**	**$32,806**	**$32,806**	**$32,806**
Total Monthly Payroll - FTE + PTE						**$56,823**	**$56,823**	**$56,823**	**$56,823**	**$56,823**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$17,047	$17,047	$17,047	$17,047	$17,047
Total Monthly Payroll + Employee Benefits						**$73,869**	**$73,869**	**$73,869**	**$73,869**	**$73,869**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Outsourced Communications Coordinator	$3,000	12			$36,000	1	1	1	1	1
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Outsourced Secure Cash Transport	$1,600	$12			$19,200	1	1	1	1	1
Total Monthly Third-Party Support						**$42,100**	**$42,100**	**$42,100**	**$42,100**	**$42,100**
Total Monthly Personnel + Third-Party						**$115,969**	**$115,969**	**$115,969**	**$115,969**	**$115,969**

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

	City Salary	Direct Labor Hourly Wage	% of Time - Dispensary	#	Annual Dispensary Cost	36 Y3M12	FY4 37 Y4M1	38 Y4M2	39 Y4M3	40 Y4M4
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	5%		$4,050	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Total Monthly Payroll - FTE						**$24,017**	**$25,698**	**$25,698**	**$25,698**	**$25,698**
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760	10	10	10	10	10
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000	0	0	0	0	0
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760	0	0	0	0	0
Total Monthly Payroll - PTE						**$32,806**	**$33,790**	**$33,790**	**$33,790**	**$33,790**
Total Monthly Payroll - FTE + PTE						**$56,823**	**$59,488**	**$59,488**	**$59,488**	**$59,488**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$17,047	$17,846	$17,846	$17,846	$17,846
Total Monthly Payroll + Employee Benefits						**$73,869**	**$77,334**	**$77,334**	**$77,334**	**$77,334**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Outsourced Communications Coordinator	$3,000	12			$36,000	1	1	1	1	1
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Outsourced Secure Cash Transport	$1,600	$12			$19,200	1	1	1	1	1
Total Monthly Third-Party Support						**$42,100**	**$42,100**	**$42,100**	**$42,100**	**$42,100**
Total Monthly Personnel + Third-Party						**$115,969**	**$119,434**	**$119,434**	**$119,434**	**$119,434**

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

	City Salary	Direct Labor Hourly Wage	% of Time - Dispensary	#	Annual Dispensary Cost	41 Y4M5	42 Y4M6	43 Y4M7	44 Y4M8	45 Y4M9
CITY ROLES										
Officers/Managers (SG&A)										
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	5%		$4,050	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Total Monthly Payroll - FTE						$25,698	$25,698	$25,698	$25,698	$25,698
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760	10	10	10	10	10
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000	0	0	0	0	0
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760	0	0	0	0	0
Total Monthly Payroll - PTE						$33,790	$33,790	$33,790	$33,790	$33,790
Total Monthly Payroll - FTE + PTE						$59,488	$59,488	$59,488	$59,488	$59,488
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$17,846	$17,846	$17,846	$17,846	$17,846
Total Monthly Payroll + Employee Benefits						$77,334	$77,334	$77,334	$77,334	$77,334
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Outsourced Communications Coordinator	$3,000	12			$36,000	1	1	1	1	1
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Outsourced Secure Cash Transport	$1,600	$12			$19,200	1	1	1	1	1
Total Monthly Third-Party Support						$42,100	$42,100	$42,100	$42,100	$42,100
Total Monthly Personnel + Third-Party						$119,434	$119,434	$119,434	$119,434	$119,434

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

						46	47	48	FY5 49	50
						Y4M10	Y4M11	Y4M12	Y5M1	Y5M2
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	5%		$4,050	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Total Monthly Payroll - FTE						**$25,698**	**$25,698**	**$25,698**	**$27,497**	**$27,497**
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760	10	10	10	10	10
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000	0	0	0	0	0
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760	0	0	0	0	0
Total Monthly Payroll - PTE						**$33,790**	**$33,790**	**$33,790**	**$34,803**	**$34,803**
Total Monthly Payroll - FTE + PTE						**$59,488**	**$59,488**	**$59,488**	**$62,300**	**$62,300**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$17,846	$17,846	$17,846	$18,690	$18,690
Total Monthly Payroll + Employee Benefits						**$77,334**	**$77,334**	**$77,334**	**$80,991**	**$80,991**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Outsourced Communications Coordinator	$3,000	12			$36,000	1	1	1	1	1
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Outsourced Secure Cash Transport	$1,600	$12			$19,200	1	1	1	1	1
Total Monthly Third-Party Support						**$42,100**	**$42,100**	**$42,100**	**$42,100**	**$42,100**
Total Monthly Personnel + Third-Party						**$119,434**	**$119,434**	**$119,434**	**$123,091**	**$123,091**

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	**Wage Rate**	**% Change**	**$ Change**
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

	City Salary	Direct Labor Hourly Wage	% of Time - Dispensary	#	Annual Dispensary Cost	51 Y5M3	52 Y5M4	53 Y5M5	54 Y5M6	55 Y5M7
CITY ROLES										
Officers/Managers (SG&A)										
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	5%		$4,050	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Total Monthly Payroll - FTE						$27,497	$27,497	$27,497	$27,497	$27,497
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760	10	10	10	10	10
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000	0	0	0	0	0
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760	0	0	0	0	0
Total Monthly Payroll - PTE						$34,803	$34,803	$34,803	$34,803	$34,803
Total Monthly Payroll - FTE + PTE						$62,300	$62,300	$62,300	$62,300	$62,300
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$18,690	$18,690	$18,690	$18,690	$18,690
Total Monthly Payroll + Employee Benefits						$80,991	$80,991	$80,991	$80,991	$80,991
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Outsourced Communications Coordinator	$3,000	12			$36,000	1	1	1	1	1
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Outsourced Secure Cash Transport	$1,600	$12			$19,200	1	1	1	1	1
Total Monthly Third-Party Support						$42,100	$42,100	$42,100	$42,100	$42,100
Total Monthly Personnel + Third-Party						$123,091	$123,091	$123,091	$123,091	$123,091

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

	City Salary	Direct Labor Hourly Wage	% of Time - Dispensary	#	Annual Dispensary Cost	56 Y5M8	57 Y5M9	58 Y5M10	59 Y5M11	60 Y5M12
CITY ROLES										
Officers/Managers (SG&A)										
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	5%		$4,050	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Total Monthly Payroll - FTE						**$27,497**	**$27,497**	**$27,497**	**$27,497**	**$27,497**
Retail Agents (Part Time)	$43,680	$21.0	30	10	$32,760	10	10	10	10	10
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000	0	0	0	0	0
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760	0	0	0	0	0
Total Monthly Payroll - PTE						**$34,803**	**$34,803**	**$34,803**	**$34,803**	**$34,803**
Total Monthly Payroll - FTE + PTE						**$62,300**	**$62,300**	**$62,300**	**$62,300**	**$62,300**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$18,690	$18,690	$18,690	$18,690	$18,690
Total Monthly Payroll + Employee Benefits						**$80,991**	**$80,991**	**$80,991**	**$80,991**	**$80,991**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Year**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Outsourced Communications Coordinator	$3,000	12			$36,000	1	1	1	1	1
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Outsourced Secure Cash Transport	$1,600	$12			$19,200	1	1	1	1	1
Total Monthly Third-Party Support						**$42,100**	**$42,100**	**$42,100**	**$42,100**	**$42,100**
Total Monthly Personnel + Third-Party						**$123,091**	**$123,091**	**$123,091**	**$123,091**	**$123,091**

Inflationary Allocation - FTE	7.00%
Inflationary Allocation - PTE	3.00%

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

Annual Financial Statements

ANNUAL PRO FORMA FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5	Y1	Y2	Y3	Y4	Y5
Sales Revenue	$0	$725,001	$5,048,044	$5,224,725	$5,325,040
Cost of Goods Sold	$0	$361,598	$2,515,520	$2,603,563	$2,653,551
Gross Profit	**$0**	**$363,403**	**$2,532,524**	**$2,621,162**	**$2,671,489**
Startup Expenses	$80,000	$616,033	$0	$0	$0
Operating Expenses	$0	$348,657	$2,180,745	$2,269,371	$2,363,117
Operating Income	**($80,000)**	**($601,287)**	**$351,779**	**$351,791**	**$308,372**
ITDA Expenses	$0	$6,883	$41,300	$41,300	$41,300
Net Income	**($80,000)**	**($608,170)**	**$310,479**	**$310,491**	**$267,072**
Accrued Net Income	**($80,000)**	**($688,170)**	**($377,691)**	**($67,200)**	**$199,872**
ANALYSIS (%)					
Sales Revenue	#DIV/0!	100.00%	100.00%	100.00%	100.00%
Cost of Goods Sold	#DIV/0!	49.88%	49.83%	49.83%	49.83%
Gross Profit	**#DIV/0!**	**50.12%**	**50.17%**	**50.17%**	**50.17%**
Startup Expenses	#DIV/0!	84.97%	43.20%	0.00%	0.00%
Operating Expenses	#DIV/0!	48.09%	6.97%	43.44%	44.38%
Operating Income	**#DIV/0!**	**-82.94%**	**6.97%**	**6.73%**	**5.79%**
ITDA Expenses	#DIV/0!	0.95%	0.82%	0.79%	0.78%
Net Income	**#DIV/0!**	**-83.89%**	**6.15%**	**5.94%**	**5.02%**

VALUATION ANALYSIS				
Discounted Cash Flow Valuation				
Discount Rate		10%		15%
Enterprise Value	-$	191,510	-$	241,932
Multiple Valuation		*Multiple*		*FY2028*
Gross Profit		2		$5,342,977
Operating Income		3		$925,116

STATEMENT OF CASH FLOWS FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5	Y1	Y2	Y3	Y4	Y5
Starting Cash Balance	**$0**	**($80,000)**	**$395,746**	**$279,965**	**$89,034**
Cash from Operating Activities	($80,000)	($1,052,882)	$351,779	$351,791	$308,372
Cash from Investing Activities	$0	$0	$0	$0	$0
Cash from Financing Activities	$0	$1,528,628	($467,560)	($542,722)	($518,345)
Total Change in Cash	**($80,000)**	**$475,746**	**($115,781)**	**($190,931)**	**($209,973)**
Ending Cash Balance	**($80,000)**	**$395,746**	**$279,965**	**$89,034**	**($120,939)**

YEAR-END BALANCE SHEET FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5	Y1	Y2	Y3	Y4	Y5
Assets	**($80,000)**	**$677,963**	**$520,882**	**$288,651**	**$37,378**
Liabilities	$0	$1,528,628	$1,061,068	$518,345	($0)
Owners Equity	($80,000)	($1,139,765)	($829,286)	($518,794)	($251,722)
Liabilities & Owners Equity	**($80,000)**	**$388,863**	**$231,782**	**($449)**	**($251,722)**

Monthly Pro Forma

	FY1								Acquire License/Approval				FY2	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10	Y1M11	Y1M12	Y2M1	Y2M2
REVENUE														
Retail Revenue														
Flower (3.5g)														
Flower (7g)														
Pre-Roll 5-pack (3.5g)														
Bulk Flower Trim (7g)														
Vaporizer Cartridges (500mg)														
Extracts (500mg)														
Edibles (100mg)														
Beverages (100mg)														
Other Cannabis Products (100mg)														
Non-Cannabis Goods														
(LESS) Discounts														
Delivery Revenue														
Flower (3.5g)														
Flower (7g)														
Pre-Roll 5-pack (3.5g)														
Bulk Flower Trim (7g)														
Vaporizer Cartridges (500mg)														
Extracts (500mg)														
Edibles (100mg)														
Beverages (100mg)														
Other Cannabis Products (100mg)														
Non-Cannabis Goods														
(LESS) Discounts														
Total Revenue														
COST OF GOODS SOLD														
Wholesale Retail Product Cost														
Wholesale Delivery Product Cost														
(LESS) Total Cost of Goods Sold														

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	FY1								Acquire License/Approval				FY2	
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10	Y1M11	Y1M12	Y2M1	Y2M2
Gross Profit														
EXPENSES														
Startup Expenses														
Beginning Inventory														
Equipment														
Facility Acquisition and Improvements	$0													
Furniture and Fixtures														
Marketing and Advertising														
Pre-Operational Staffing														
Pre-Operational Staffing/Recruitment														
State and Local License Procurement									$80,000					
Startup Cost Contingency														
Operating Expenses														
Annual Licensing														
Facility and Vehicle Maintenance														
Insurance														
Marketing & Sales														
Memberships & Certifications														
Miscellaneous														
Operating Contingency														
Personnel														
Professional Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Property Rent														
Security Monitoring & Software														
Software, Phone & Internet														
Supplies														
Utilities														
Waste/Janitorial														
(LESS) Total Startup and Operating Expense	$0	$0	$0	$0	$0	$0	$0	$0	$80,000	$0	$0	$0	$0	$0
Net Operating Income	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	$0	$0	$0	$0	$0
NON-OPERATING EXPENSES														
Corporate Taxes														
Federal Tax														
State Tax														
Local Tax														
Depreciation														
Depreciation Expense														
Interest														
Interest Payment														
(LESS) Total Interest, Tax, Depreciation Expe	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Income/Loss	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	$0	$0	$0	$0	$0
Breakeven Analysis	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	($80,000)	($80,000)	($80,000)	($80,000)	($80,000)
Depreciation Calculator														
Total Asset Value														
Monthly Asset Depreciation														
Loan Repayment and Interest Calculator														
Monthly Starting Loan Balance														$1,600,000
Monthly Loan Repayment														
Monthly Ending Loan Balance														$1,600,000
Monthly Interest Payments														

	15	16	17	18	19	20	21	22	23	24	25	26	27	28
		Begin Construction/Renovations						Open Operations	First Sale		FY3			
	Y2M3	Y2M4	Y2M5	Y2M6	Y2M7	Y2M8	Y2M9	Y2M10	Y2M11	Y2M12	Y3M1	Y3M2	Y3M3	Y3M4
REVENUE														
									1,944.74	1,944.74	2,430.93	2,430.93	2,430.93	2,430.93
Retail Revenue														
Flower (3.5g)									$30,246	$30,246	$34,782	$34,782	$34,782	$34,782
Flower (7g)									$14,233	$14,233	$16,368	$16,368	$16,368	$16,368
Pre-Roll 5-pack (3.5g)									$24,908	$24,908	$28,644	$28,644	$28,644	$28,644
Bulk Flower Trim (7g)									$21,350	$21,350	$24,552	$24,552	$24,552	$24,552
Vaporizer Cartridges (500mg)									$26,687	$26,687	$30,690	$30,690	$30,690	$30,690
Extracts (500mg)									$24,908	$24,908	$28,644	$28,644	$28,644	$28,644
Edibles (100mg)									$16,012	$16,012	$18,414	$18,414	$18,414	$18,414
Beverages (100mg)									$5,337	$5,337	$6,138	$6,138	$6,138	$6,138
Other Cannabis Products (100mg)									$12,454	$12,454	$14,322	$14,322	$14,322	$14,322
Non-Cannabis Goods									$12,454	$12,454	$14,322	$14,322	$14,322	$14,322
(LESS) Discounts									($2,829)	($2,829)	($3,253)	($3,253)	($3,253)	($3,253)
Delivery Revenue														
Flower (3.5g)									$30,503	$30,503	$35,079	$35,079	$35,079	$35,079
Flower (7g)									$14,354	$14,354	$16,508	$16,508	$16,508	$16,508
Pre-Roll 5-pack (3.5g)									$25,120	$25,120	$28,888	$28,888	$28,888	$28,888
Bulk Flower Trim (7g)									$21,532	$21,532	$24,761	$24,761	$24,761	$24,761
Vaporizer Cartridges (500mg)									$26,915	$26,915	$30,952	$30,952	$30,952	$30,952
Extracts (500mg)									$25,120	$25,120	$28,888	$28,888	$28,888	$28,888
Edibles (100mg)									$16,149	$16,149	$18,571	$18,571	$18,571	$18,571
Beverages (100mg)									$5,383	$5,383	$6,190	$6,190	$6,190	$6,190
Other Cannabis Products (100mg)									$12,560	$12,560	$14,444	$14,444	$14,444	$14,444
Non-Cannabis Goods									$1,794	$1,794	$2,063	$2,063	$2,063	$2,063
(LESS) Discounts									($2,691)	($2,691)	($3,095)	($3,095)	($3,095)	($3,095)
Total Revenue									$362,501	$362,501	$416,876	$416,876	$416,876	$416,876
COST OF GOODS SOLD														
Wholesale Retail Product Cost									$83,593	$83,593	$96,132	$96,132	$96,132	$96,132
Wholesale Delivery Product Cost									$97,207	$97,207	$111,788	$111,788	$111,788	$111,788
(LESS) Total Cost of Goods Sold									$180,799	$180,799	$207,919	$207,919	$207,919	$207,919

		Begin Construction/Renovations						Open Operations	First Sale		FY3			
	15	16	17	18	19	20	21	22	23	24	25	26	27	28
	Y2M3	Y2M4	Y2M5	Y2M6	Y2M7	Y2M8	Y2M9	Y2M10	Y2M11	Y2M12	Y3M1	Y3M2	Y3M3	Y3M4
Gross Profit									$181,701	$181,701	$208,957	$208,957	$208,957	$208,957
EXPENSES														
Startup Expenses														
Beginning Inventory								$178,673						
Equipment						$106,250	$106,250							
Facility Acquisition and Improvements		$44,667	$44,667	$44,667	$44,667	$44,667	$44,667							
Furniture and Fixtures						$38,300	$38,300							
Marketing and Advertising								$40,000						
Pre-Operational Staffing					$10,833	$10,833	$18,958	$70,585						
Pre-Operational Staffing/Recruitment							$96,418							
State and Local License Procurement								$1,500						
Startup Cost Contingency	$10,341	$10,341	$10,341	$10,341	$10,341	$10,341	$10,341	$10,341						
Operating Expenses														
Annual Licensing														$5,000
Facility and Vehicle Maintenance									$0	$0	$0	$0	$0	$0
Insurance									$4,000	$4,000	$4,240	$4,240	$4,240	$4,240
Marketing & Sales									$30,000	$30,000	$31,800	$31,800	$31,800	$31,800
Memberships & Certifications									$800	$800	$848	$848	$848	$848
Miscellaneous									$3,500	$3,500	$3,710	$3,710	$3,710	$3,710
Operating Contingency									$12,944	$12,944	$13,721	$13,721	$13,721	$13,721
Personnel									$70,585	$70,585	$73,869	$73,869	$73,869	$73,869
Professional Services	$0	$0	$0	$0	$0	$0	$0	$0	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100
Property Rent									$3,000	$3,000	$3,180	$3,180	$3,180	$3,180
Security Monitoring & Software									$1,500	$1,500	$1,590	$1,590	$1,590	$1,590
Software, Phone & Internet									$2,500	$2,500	$2,650	$2,650	$2,650	$2,650
Supplies									$1,500	$1,500	$1,590	$1,590	$1,590	$1,590
Utilities									$1,000	$1,000	$1,060	$1,060	$1,060	$1,060
Waste/Janitorial									$900	$900	$954	$954	$954	$954
(LESS) Total Startup and Operating Expense	$10,341	$55,007	$55,007	$55,007	$65,841	$210,391	$314,934	$301,098	$174,329	$174,329	$181,312	$181,312	$181,312	$186,312
Net Operating Income	($10,341)	($55,007)	($55,007)	($55,007)	($65,841)	($210,391)	($314,934)	($301,098)	$7,373	$7,373	$27,645	$27,645	$27,645	$22,645
NON-OPERATING EXPENSES														
Corporate Taxes														
Federal Tax									$0	$0	$0	$0	$0	$0
State Tax									$0	$0	$0	$0	$0	$0
Local Tax									$0	$0	$0	$0	$0	$0
Depreciation														
Depreciation Expense									$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Interest														
Interest Payment									$20,000	$19,557	$19,108	$18,653	$18,193	$17,727
(LESS) Total Interest, Tax, Depreciation Expe	$0	$0	$0	$0	$0	$0	$0	$0	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Net Income/Loss	($10,341)	($55,007)	($55,007)	($55,007)	($65,841)	($210,391)	($314,934)	($301,098)	$3,931	$3,931	$24,203	$24,203	$24,203	$19,203
Breakeven Analysis	($90,341)	($145,348)	($200,356)	($255,363)	($321,204)	($531,595)	($846,529)	($1,147,627)	($1,143,696)	($1,139,765)	($1,115,562)	($1,091,359)	($1,067,156)	($1,047,953)
Depreciation Calculator														
Total Asset Value								$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100
Monthly Asset Depreciation									$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Loan Repayment and Interest Calculator														
Monthly Starting Loan Balance	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,564,535	$1,528,628	$1,492,271	$1,455,460	$1,418,189
Monthly Loan Repayment									($35,465)	($35,908)	($36,357)	($36,811)	($37,271)	($37,737)
Monthly Ending Loan Balance	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,564,535	$1,528,628	$1,492,271	$1,455,460	$1,418,189	$1,380,451
Monthly Interest Payments									($20,000)	($19,557)	($19,108)	($18,653)	($18,193)	($17,727)

									FY4					
	29	30	31	32	33	34	35	36	37	38	39	40	41	42
	Y3M5	Y3M6	Y3M7	Y3M8	Y3M9	Y3M10	Y3M11	Y3M12	Y4M1	Y4M2	Y4M3	Y4M4	Y4M5	Y4M6
REVENUE														
	2,430.93	2,430.93	2,430.93	2,430.93	2,430.93	2,430.93	2,430.93	2,430.93	2,795.56	2,795.56	2,795.56	2,795.56	2,795.56	2,795.56
Retail Revenue														
Flower (3.5g)	$34,782	$38,489	$34,782	$34,782	$38,489	$34,782	$34,782	$34,782	$36,000	$36,000	$36,000	$36,000	$36,000	$39,837
Flower (7g)	$16,368	$18,113	$16,368	$16,368	$18,113	$16,368	$16,368	$16,368	$16,941	$16,941	$16,941	$16,941	$16,941	$18,747
Pre-Roll 5-pack (3.5g)	$28,644	$31,697	$28,644	$28,644	$31,697	$28,644	$28,644	$28,644	$29,647	$29,647	$29,647	$29,647	$29,647	$32,807
Bulk Flower Trim (7g)	$24,552	$27,169	$24,552	$24,552	$27,169	$24,552	$24,552	$24,552	$25,412	$25,412	$25,412	$25,412	$25,412	$28,120
Vaporizer Cartridges (500mg)	$30,690	$33,961	$30,690	$30,690	$33,961	$30,690	$30,690	$30,690	$31,765	$31,765	$31,765	$31,765	$31,765	$35,150
Extracts (500mg)	$28,644	$31,697	$28,644	$28,644	$31,697	$28,644	$28,644	$28,644	$29,647	$29,647	$29,647	$29,647	$29,647	$32,807
Edibles (100mg)	$18,414	$20,377	$18,414	$18,414	$20,377	$18,414	$18,414	$18,414	$19,059	$19,059	$19,059	$19,059	$19,059	$21,090
Beverages (100mg)	$6,138	$6,792	$6,138	$6,138	$6,792	$6,138	$6,138	$6,138	$6,353	$6,353	$6,353	$6,353	$6,353	$7,030
Other Cannabis Products (100mg)	$14,322	$15,849	$14,322	$14,322	$15,849	$14,322	$14,322	$14,322	$14,823	$14,823	$14,823	$14,823	$14,823	$16,403
Non-Cannabis Goods	$14,322	$15,849	$14,322	$14,322	$15,849	$14,322	$14,322	$14,322	$14,823	$14,823	$14,823	$14,823	$14,823	$16,403
(LESS) Discounts	($3,253)	($3,600)	($3,253)	($3,253)	($3,600)	($3,253)	($3,253)	($3,253)	($3,367)	($3,367)	($3,367)	($3,367)	($3,367)	($3,726)
			$0		$0	$0								
Delivery Revenue			$0		$0	$0								
Flower (3.5g)	$35,079	$35,079	$35,079	$35,079	$35,079	$35,079	$35,079	$35,079	$36,306	$36,306	$36,306	$36,306	$36,306	$36,306
Flower (7g)	$16,508	$16,508	$16,508	$16,508	$16,508	$16,508	$16,508	$16,508	$17,085	$17,085	$17,085	$17,085	$17,085	$17,085
Pre-Roll 5-pack (3.5g)	$28,888	$28,888	$28,888	$28,888	$28,888	$28,888	$28,888	$28,888	$29,899	$29,899	$29,899	$29,899	$29,899	$29,899
Bulk Flower Trim (7g)	$24,761	$24,761	$24,761	$24,761	$24,761	$24,761	$24,761	$24,761	$25,628	$25,628	$25,628	$25,628	$25,628	$25,628
Vaporizer Cartridges (500mg)	$30,952	$30,952	$30,952	$30,952	$30,952	$30,952	$30,952	$30,952	$32,035	$32,035	$32,035	$32,035	$32,035	$32,035
Extracts (500mg)	$28,888	$28,888	$28,888	$28,888	$28,888	$28,888	$28,888	$28,888	$29,899	$29,899	$29,899	$29,899	$29,899	$29,899
Edibles (100mg)	$18,571	$18,571	$18,571	$18,571	$18,571	$18,571	$18,571	$18,571	$19,221	$19,221	$19,221	$19,221	$19,221	$19,221
Beverages (100mg)	$6,190	$6,190	$6,190	$6,190	$6,190	$6,190	$6,190	$6,190	$6,407	$6,407	$6,407	$6,407	$6,407	$6,407
Other Cannabis Products (100mg)	$14,444	$14,444	$14,444	$14,444	$14,444	$14,444	$14,444	$14,444	$14,950	$14,950	$14,950	$14,950	$14,950	$14,950
Non-Cannabis Goods	$2,063	$2,063	$2,063	$2,063	$2,063	$2,063	$2,063	$2,063	$2,136	$2,136	$2,136	$2,136	$2,136	$2,136
(LESS) Discounts	($3,095)	($3,095)	($3,095)	($3,095)	($3,095)	($3,095)	($3,095)	($3,095)	($3,204)	($3,204)	($3,204)	($3,204)	($3,204)	($3,204)
Total Revenue	$416,876	$439,643	$416,876	$416,876	$439,643	$416,876	$416,876	$416,876	$431,466	$431,466	$431,466	$431,466	$431,466	$455,030
COST OF GOODS SOLD														
Wholesale Retail Product Cost	$96,132	$106,377	$96,132	$96,132	$106,377	$96,132	$96,132	$96,132	$99,496	$99,496	$99,496	$99,496	$99,496	$110,100
Wholesale Delivery Product Cost	$111,788	$111,788	$111,788	$111,788	$111,788	$111,788	$111,788	$111,788	$115,700	$115,700	$115,700	$115,700	$115,700	$115,700
(LESS) Total Cost of Goods Sold	$207,919	$218,164	$207,919	$207,919	$218,164	$207,919	$207,919	$207,919	$215,196	$215,196	$215,196	$215,196	$215,196	$225,800

									FY4					
	29	30	31	32	33	34	35	36	37	38	39	40	41	42
	Y3M5	Y3M6	Y3M7	Y3M8	Y3M9	Y3M10	Y3M11	Y3M12	Y4M1	Y4M2	Y4M3	Y4M4	Y4M5	Y4M6
Gross Profit	$208,957	$221,479	$208,957	$208,957	$221,479	$208,957	$208,957	$208,957	$216,270	$216,270	$216,270	$216,270	$216,270	$229,230
EXPENSES														
Startup Expenses														
Beginning Inventory														
Equipment														
Facility Acquisition and Improvements														
Furniture and Fixtures														
Marketing and Advertising														
Pre-Operational Staffing														
Pre-Operational Staffing/Recruitment														
State and Local License Procurement														
Startup Cost Contingency														
Operating Expenses														
Annual Licensing												$5,000		
Facility and Vehicle Maintenance	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Insurance	$4,240	$4,240	$4,240	$4,240	$4,240	$4,240	$4,240	$4,240	$4,494	$4,494	$4,494	$4,494	$4,494	$4,494
Marketing & Sales	$31,800	$31,800	$31,800	$31,800	$31,800	$31,800	$31,800	$31,800	$33,708	$33,708	$33,708	$33,708	$33,708	$33,708
Memberships & Certifications	$848	$848	$848	$848	$848	$848	$848	$848	$899	$899	$899	$899	$899	$899
Miscellaneous	$3,710	$3,710	$3,710	$3,710	$3,710	$3,710	$3,710	$3,710	$3,933	$3,933	$3,933	$3,933	$3,933	$3,933
Operating Contingency	$13,721	$13,721	$13,721	$13,721	$13,721	$13,721	$13,721	$13,721	$14,544	$14,544	$14,544	$14,544	$14,544	$14,544
Personnel	$73,869	$73,869	$73,869	$73,869	$73,869	$73,869	$73,869	$73,869	$77,334	$77,334	$77,334	$77,334	$77,334	$77,334
Professional Services	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100
Property Rent	$3,180	$3,180	$3,180	$3,180	$3,180	$3,180	$3,180	$3,180	$3,371	$3,371	$3,371	$3,371	$3,371	$3,371
Security Monitoring & Software	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685
Software, Phone & Internet	$2,650	$2,650	$2,650	$2,650	$2,650	$2,650	$2,650	$2,650	$2,809	$2,809	$2,809	$2,809	$2,809	$2,809
Supplies	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685
Utilities	$1,060	$1,060	$1,060	$1,060	$1,060	$1,060	$1,060	$1,060	$1,124	$1,124	$1,124	$1,124	$1,124	$1,124
Waste/Janitorial	$954	$954	$954	$954	$954	$954	$954	$954	$1,011	$1,011	$1,011	$1,011	$1,011	$1,011
(LESS) Total Startup and Operating Expense	$181,312	$181,312	$181,312	$181,312	$181,312	$181,312	$181,312	$181,312	$188,698	$188,698	$188,698	$193,698	$188,698	$188,698
Net Operating Income	$27,645	$40,167	$27,645	$27,645	$40,167	$27,645	$27,645	$27,645	$27,573	$27,573	$27,573	$22,573	$27,573	$40,533
NON-OPERATING EXPENSES														
Corporate Taxes														
Federal Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
State Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Local Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation														
Depreciation Expense	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Interest														
Interest Payment	$17,256	$16,778	$16,294	$15,805	$15,309	$14,807	$14,299	$13,784	$13,263	$12,736	$12,202	$11,661	$11,113	$10,559
(LESS) Total Interest, Tax, Depreciation Expe	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Net Income/Loss	$24,203	$36,725	$24,203	$24,203	$36,725	$24,203	$24,203	$24,203	$24,131	$24,131	$24,131	$19,131	$24,131	$37,091
Breakeven Analysis	($1,023,750)	($987,025)	($962,822)	($938,619)	($901,894)	($877,691)	($853,488)	($829,286)	($805,155)	($781,024)	($756,893)	($737,762)	($713,631)	($676,540)
Depreciation Calculator														
Total Asset Value	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100
Monthly Asset Depreciation	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Loan Repayment and Interest Calculator														
Monthly Starting Loan Balance	$1,380,451	$1,342,242	$1,303,556	$1,264,386	$1,224,726	$1,184,571	$1,143,913	$1,102,748	$1,061,068	$1,018,866	$976,138	$932,875	$889,071	$844,720
Monthly Loan Repayment	($38,209)	($38,686)	($39,170)	($39,660)	($40,155)	($40,657)	($41,166)	($41,680)	($42,201)	($42,729)	($43,263)	($43,804)	($44,351)	($44,906)
Monthly Ending Loan Balance	$1,342,242	$1,303,556	$1,264,386	$1,224,726	$1,184,571	$1,143,913	$1,102,748	$1,061,068	$1,018,866	$976,138	$932,875	$889,071	$844,720	$799,815
Monthly Interest Payments	($17,256)	($16,778)	($16,294)	($15,805)	($15,309)	($14,807)	($14,299)	($13,784)	($13,263)	($12,736)	($12,202)	($11,661)	($11,113)	($10,559)

	43	44	45	46	47	48	49	50	51	52	53	54	55	56
							FY5	0.0192						
	Y4M7	Y4M8	Y4M9	Y4M10	Y4M11	Y4M12	Y5M1	Y5M2	Y5M3	Y5M4	Y5M5	Y5M6	Y5M7	Y5M8
REVENUE														
	2,795.56	2,795.56	2,795.56	2,795.56	2,795.56	2,795.56	3,131.03	3,131.03	3,131.03	3,131.03	3,131.03	3,131.03	3,131.03	3,131.03
Retail Revenue														
Flower (3.5g)	$36,000	$36,000	$39,837	$36,000	$36,000	$36,000	$36,691	$36,691	$36,691	$36,691	$36,691	$40,601	$36,691	$36,691
Flower (7g)	$16,941	$16,941	$18,747	$16,941	$16,941	$16,941	$17,266	$17,266	$17,266	$17,266	$17,266	$19,107	$17,266	$17,266
Pre-Roll 5-pack (3.5g)	$29,647	$29,647	$32,807	$29,647	$29,647	$29,647	$30,216	$30,216	$30,216	$30,216	$30,216	$33,436	$30,216	$30,216
Bulk Flower Trim (7g)	$25,412	$25,412	$28,120	$25,412	$25,412	$25,412	$25,900	$25,900	$25,900	$25,900	$25,900	$28,660	$25,900	$25,900
Vaporizer Cartridges (500mg)	$31,765	$31,765	$35,150	$31,765	$31,765	$31,765	$32,374	$32,374	$32,374	$32,374	$32,374	$35,825	$32,374	$32,374
Extracts (500mg)	$29,647	$29,647	$32,807	$29,647	$29,647	$29,647	$30,216	$30,216	$30,216	$30,216	$30,216	$33,436	$30,216	$30,216
Edibles (100mg)	$19,059	$19,059	$21,090	$19,059	$19,059	$19,059	$19,425	$19,425	$19,425	$19,425	$19,425	$21,495	$19,425	$19,425
Beverages (100mg)	$6,353	$6,353	$7,030	$6,353	$6,353	$6,353	$6,475	$6,475	$6,475	$6,475	$6,475	$7,165	$6,475	$6,475
Other Cannabis Products (100mg)	$14,823	$14,823	$16,403	$14,823	$14,823	$14,823	$15,108	$15,108	$15,108	$15,108	$15,108	$16,718	$15,108	$15,108
Non-Cannabis Goods	$14,823	$14,823	$16,403	$14,823	$14,823	$14,823	$15,108	$15,108	$15,108	$15,108	$15,108	$16,718	$15,108	$15,108
(LESS) Discounts	($3,367)	($3,367)	($3,726)	($3,367)	($3,367)	($3,367)	($3,432)	($3,432)	($3,432)	($3,432)	($3,432)	($3,797)	($3,432)	($3,432)
	$0		$0	$0									$0	
Delivery Revenue	$0		$0	$0									$0	
Flower (3.5g)	$36,306	$36,306	$36,306	$36,306	$36,306	$36,306	$37,004	$37,004	$37,004	$37,004	$37,004	$37,004	$37,004	$37,004
Flower (7g)	$17,085	$17,085	$17,085	$17,085	$17,085	$17,085	$17,413	$17,413	$17,413	$17,413	$17,413	$17,413	$17,413	$17,413
Pre-Roll 5-pack (3.5g)	$29,899	$29,899	$29,899	$29,899	$29,899	$29,899	$30,474	$30,474	$30,474	$30,474	$30,474	$30,474	$30,474	$30,474
Bulk Flower Trim (7g)	$25,628	$25,628	$25,628	$25,628	$25,628	$25,628	$26,120	$26,120	$26,120	$26,120	$26,120	$26,120	$26,120	$26,120
Vaporizer Cartridges (500mg)	$32,035	$32,035	$32,035	$32,035	$32,035	$32,035	$32,650	$32,650	$32,650	$32,650	$32,650	$32,650	$32,650	$32,650
Extracts (500mg)	$29,899	$29,899	$29,899	$29,899	$29,899	$29,899	$30,474	$30,474	$30,474	$30,474	$30,474	$30,474	$30,474	$30,474
Edibles (100mg)	$19,221	$19,221	$19,221	$19,221	$19,221	$19,221	$19,590	$19,590	$19,590	$19,590	$19,590	$19,590	$19,590	$19,590
Beverages (100mg)	$6,407	$6,407	$6,407	$6,407	$6,407	$6,407	$6,530	$6,530	$6,530	$6,530	$6,530	$6,530	$6,530	$6,530
Other Cannabis Products (100mg)	$14,950	$14,950	$14,950	$14,950	$14,950	$14,950	$15,237	$15,237	$15,237	$15,237	$15,237	$15,237	$15,237	$15,237
Non-Cannabis Goods	$2,136	$2,136	$2,136	$2,136	$2,136	$2,136	$2,177	$2,177	$2,177	$2,177	$2,177	$2,177	$2,177	$2,177
(LESS) Discounts	($3,204)	($3,204)	($3,204)	($3,204)	($3,204)	($3,204)	($3,265)	($3,265)	($3,265)	($3,265)	($3,265)	($3,265)	($3,265)	($3,265)
Total Revenue	$431,466	$431,466	$455,030	$431,466	$431,466	$431,466	$439,751	$439,751	$439,751	$439,751	$439,751	$463,767	$439,751	$439,751
COST OF GOODS SOLD														
Wholesale Retail Product Cost	$99,496	$99,496	$110,100	$99,496	$99,496	$99,496	$101,406	$101,406	$101,406	$101,406	$101,406	$112,214	$101,406	$101,406
Wholesale Delivery Product Cost	$115,700	$115,700	$115,700	$115,700	$115,700	$115,700	$117,922	$117,922	$117,922	$117,922	$117,922	$117,922	$117,922	$117,922
(LESS) Total Cost of Goods Sold	$215,196	$215,196	$225,800	$215,196	$215,196	$215,196	$219,328	$219,328	$219,328	$219,328	$219,328	$230,135	$219,328	$219,328

	43	44	45	46	47	48	FY5 49	0.0192 50	51	52	53	54	55	56
	Y4M7	Y4M8	Y4M9	Y4M10	Y4M11	Y4M12	Y5M1	Y5M2	Y5M3	Y5M4	Y5M5	Y5M6	Y5M7	Y5M8
Gross Profit	$216,270	$216,270	$229,230	$216,270	$216,270	$216,270	$220,423	$220,423	$220,423	$220,423	$220,423	$233,632	$220,423	$220,423
EXPENSES														
Startup Expenses														
Beginning Inventory														
Equipment														
Facility Acquisition and Improvements														
Furniture and Fixtures														
Marketing and Advertising														
Pre-Operational Staffing														
Pre-Operational Staffing/Recruitment														
State and Local License Procurement														
Startup Cost Contingency														
Operating Expenses														
Annual Licensing										$5,000				
Facility and Vehicle Maintenance	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Insurance	$4,494	$4,494	$4,494	$4,494	$4,494	$4,494	$4,764	$4,764	$4,764	$4,764	$4,764	$4,764	$4,764	$4,764
Marketing & Sales	$33,708	$33,708	$33,708	$33,708	$33,708	$33,708	$35,730	$35,730	$35,730	$35,730	$35,730	$35,730	$35,730	$35,730
Memberships & Certifications	$899	$899	$899	$899	$899	$899	$953	$953	$953	$953	$953	$953	$953	$953
Miscellaneous	$3,933	$3,933	$3,933	$3,933	$3,933	$3,933	$4,169	$4,169	$4,169	$4,169	$4,169	$4,169	$4,169	$4,169
Operating Contingency	$14,544	$14,544	$14,544	$14,544	$14,544	$14,544	$15,417	$15,417	$15,417	$15,417	$15,417	$15,417	$15,417	$15,417
Personnel	$77,334	$77,334	$77,334	$77,334	$77,334	$77,334	$80,991	$80,991	$80,991	$80,991	$80,991	$80,991	$80,991	$80,991
Professional Services	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100	$42,100
Property Rent	$3,371	$3,371	$3,371	$3,371	$3,371	$3,371	$3,573	$3,573	$3,573	$3,573	$3,573	$3,573	$3,573	$3,573
Security Monitoring & Software	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787
Software, Phone & Internet	$2,809	$2,809	$2,809	$2,809	$2,809	$2,809	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978
Supplies	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787
Utilities	$1,124	$1,124	$1,124	$1,124	$1,124	$1,124	$1,191	$1,191	$1,191	$1,191	$1,191	$1,191	$1,191	$1,191
Waste/Janitorial	$1,011	$1,011	$1,011	$1,011	$1,011	$1,011	$1,072	$1,072	$1,072	$1,072	$1,072	$1,072	$1,072	$1,072
(LESS) Total Startup and Operating Expense	$188,698	$188,698	$188,698	$188,698	$188,698	$188,698	$196,510	$196,510	$196,510	$201,510	$196,510	$196,510	$196,510	$196,510
Net Operating Income	$27,573	$27,573	$40,533	$27,573	$27,573	$27,573	$23,913	$23,913	$23,913	$18,913	$23,913	$37,122	$23,913	$23,913
NON-OPERATING EXPENSES														
Corporate Taxes														
Federal Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
State Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Local Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation														
Depreciation Expense	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Interest														
Interest Payment	$9,998	$9,429	$8,854	$8,271	$7,681	$7,084	$6,479	$5,867	$5,247	$4,619	$3,984	$3,340	$2,689	$2,029
(LESS) Total Interest, Tax, Depreciation Expe	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Net Income/Loss	$24,131	$24,131	$37,091	$24,131	$24,131	$24,131	$20,471	$20,471	$20,471	$15,471	$20,471	$33,680	$20,471	$20,471
Breakeven Analysis	($652,409)	($628,278)	($591,187)	($567,056)	($542,925)	($518,794)	($498,323)	($477,852)	($457,381)	($441,910)	($421,438)	($387,758)	($367,287)	($346,816)
Depreciation Calculator														
Total Asset Value	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100
Monthly Asset Depreciation	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Loan Repayment and Interest Calculator														
Monthly Starting Loan Balance	$799,815	$754,348	$708,313	$661,702	$614,509	$566,726	$518,345	$469,360	$419,762	$369,545	$318,700	$267,219	$215,095	$162,319
Monthly Loan Repayment	($45,467)	($46,035)	($46,611)	($47,193)	($47,783)	($48,380)	($48,985)	($49,598)	($50,217)	($50,845)	($51,481)	($52,124)	($52,776)	($53,436)
Monthly Ending Loan Balance	$754,348	$708,313	$661,702	$614,509	$566,726	$518,345	$469,360	$419,762	$369,545	$318,700	$267,219	$215,095	$162,319	$108,883
Monthly Interest Payments	($9,998)	($9,429)	($8,854)	($8,271)	($7,681)	($7,084)	($6,479)	($5,867)	($5,247)	($4,619)	($3,984)	($3,340)	($2,689)	($2,029)

	57	58	59	60
	Y5M9	Y5M10	Y5M11	Y5M12
REVENUE				
	3,131.03	3,131.03	3,131.03	3,131.03
Retail Revenue				
Flower (3.5g)	$40,601	$36,691	$36,691	$36,691
Flower (7g)	$19,107	$17,266	$17,266	$17,266
Pre-Roll 5-pack (3.5g)	$33,436	$30,216	$30,216	$30,216
Bulk Flower Trim (7g)	$28,660	$25,900	$25,900	$25,900
Vaporizer Cartridges (500mg)	$35,825	$32,374	$32,374	$32,374
Extracts (500mg)	$33,436	$30,216	$30,216	$30,216
Edibles (100mg)	$21,495	$19,425	$19,425	$19,425
Beverages (100mg)	$7,165	$6,475	$6,475	$6,475
Other Cannabis Products (100mg)	$16,718	$15,108	$15,108	$15,108
Non-Cannabis Goods	$16,718	$15,108	$15,108	$15,108
(LESS) Discounts	($3,797)	($3,432)	($3,432)	($3,432)
	$0	$0		
Delivery Revenue	$0	$0		
Flower (3.5g)	$37,004	$37,004	$37,004	$37,004
Flower (7g)	$17,413	$17,413	$17,413	$17,413
Pre-Roll 5-pack (3.5g)	$30,474	$30,474	$30,474	$30,474
Bulk Flower Trim (7g)	$26,120	$26,120	$26,120	$26,120
Vaporizer Cartridges (500mg)	$32,650	$32,650	$32,650	$32,650
Extracts (500mg)	$30,474	$30,474	$30,474	$30,474
Edibles (100mg)	$19,590	$19,590	$19,590	$19,590
Beverages (100mg)	$6,530	$6,530	$6,530	$6,530
Other Cannabis Products (100mg)	$15,237	$15,237	$15,237	$15,237
Non-Cannabis Goods	$2,177	$2,177	$2,177	$2,177
(LESS) Discounts	($3,265)	($3,265)	($3,265)	($3,265)
Total Revenue	$463,767	$439,751	$439,751	$439,751
COST OF GOODS SOLD				
Wholesale Retail Product Cost	$112,214	$101,406	$101,406	$101,406
Wholesale Delivery Product Cost	$117,922	$117,922	$117,922	$117,922
(LESS) Total Cost of Goods Sold	$230,135	$219,328	$219,328	$219,328

	57	58	59	60
	Y5M9	Y5M10	Y5M11	Y5M12
Gross Profit	$233,632	$220,423	$220,423	$220,423
EXPENSES				
Startup Expenses				
Beginning Inventory				
Equipment				
Facility Acquisition and Improvements				
Furniture and Fixtures				
Marketing and Advertising				
Pre-Operational Staffing				
Pre-Operational Staffing/Recruitment				
State and Local License Procurement				
Startup Cost Contingency				
Operating Expenses				
Annual Licensing				
Facility and Vehicle Maintenance	$0	$0	$0	$0
Insurance	$4,764	$4,764	$4,764	$4,764
Marketing & Sales	$35,730	$35,730	$35,730	$35,730
Memberships & Certifications	$953	$953	$953	$953
Miscellaneous	$4,169	$4,169	$4,169	$4,169
Operating Contingency	$15,417	$15,417	$15,417	$15,417
Personnel	$80,991	$80,991	$80,991	$80,991
Professional Services	$42,100	$42,100	$42,100	$42,100
Property Rent	$3,573	$3,573	$3,573	$3,573
Security Monitoring & Software	$1,787	$1,787	$1,787	$1,787
Software, Phone & Internet	$2,978	$2,978	$2,978	$2,978
Supplies	$1,787	$1,787	$1,787	$1,787
Utilities	$1,191	$1,191	$1,191	$1,191
Waste/Janitorial	$1,072	$1,072	$1,072	$1,072
(LESS) Total Startup and Operating Expense	$196,510	$196,510	$196,510	$196,510
Net Operating Income	$37,122	$23,913	$23,913	$23,913
NON-OPERATING EXPENSES				
Corporate Taxes				
Federal Tax	$0	$0	$0	$0
State Tax	$0	$0	$0	$0
Local Tax	$0	$0	$0	$0
Depreciation				
Depreciation Expense	$3,442	$3,442	$3,442	$3,442
Interest				
Interest Payment	$1,361	$685		
(LESS) Total Interest, Tax, Depreciation Expe	$3,442	$3,442	$3,442	$3,442
Net Income/Loss	$33,680	$20,471	$20,471	$20,471
Breakeven Analysis	($313,136)	($292,665)	($272,193)	($251,722)
Depreciation Calculator				
Total Asset Value	$289,100	$289,100	$289,100	$289,100
Monthly Asset Depreciation	$3,442	$3,442	$3,442	$3,442
Loan Repayment and Interest Calculator				
Monthly Starting Loan Balance	$108,883	$54,780		
Monthly Loan Repayment	($54,103)	($54,780)		
Monthly Ending Loan Balance	$54,780	($0)		
Monthly Interest Payments	($1,361)	($685)		

Monthly Cash Flow

	FY1 1 Y1M1	2 Y1M2	3 Y1M3	4 Y1M4	5 Y1M5	6 Y1M6	7 Y1M7	8 Y1M8	Acquire License/Approval 9 Y1M9	10 Y1M10
Net Income/Loss	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**$0**
Cash Flow from Operations										
Depreciation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**$0**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions	$0									
Revolving Line of Credit										
Loan										
Loan Repayment										
Profit Share										
Total Cash Flow from Financing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Change in Cash	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	$0
Beginning Period Cash	$0	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)
Ending Period Cash	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**($80,000)**

			FY2			Begin Construction/Renovations				
	11	12	13	14	15	16	17	18	19	20
	Y1M11	Y1M12	Y2M1	Y2M2	Y2M3	Y2M4	Y2M5	Y2M6	Y2M7	Y2M8
Net Income/Loss	**$0**	**$0**	**$0**	**$0**	**($10,341)**	**($55,007)**	**($55,007)**	**($55,007)**	**($65,841)**	**($210,391)**
Cash Flow from Operations										
Depreciation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$0**	**$0**	**$0**	**$0**	**($10,341)**	**($55,007)**	**($55,007)**	**($55,007)**	**($65,841)**	**($210,391)**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan				$1,600,000						
Loan Repayment										
Profit Share										
Total Cash Flow from Financing	**$0**	**$0**	**$0**	**$1,600,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Change in Cash	$0	$0	$0	$1,600,000	($10,341)	($55,007)	($55,007)	($55,007)	($65,841)	($210,391)
Beginning Period Cash	($80,000)	($80,000)	($80,000)	($80,000)	$1,520,000	$1,509,659	$1,454,652	$1,399,644	$1,344,637	$1,278,796
Ending Period Cash	**($80,000)**	**($80,000)**	**($80,000)**	**$1,520,000**	**$1,509,659**	**$1,454,652**	**$1,399,644**	**$1,344,637**	**$1,278,796**	**$1,068,405**

		Open Operatio	First Sale		FY3					
	21	22	23	24	25	26	27	28	29	30
	Y2M9	Y2M10	Y2M11	Y2M12	Y3M1	Y3M2	Y3M3	Y3M4	Y3M5	Y3M6
Net Income/Loss	**($314,934)**	**($301,098)**	**$3,931**	**$3,931**	**$24,203**	**$24,203**	**$24,203**	**$19,203**	**$24,203**	**$36,725**
Cash Flow from Operations										
Depreciation	$0	$0	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**($314,934)**	**($301,098)**	**$7,373**	**$7,373**	**$27,645**	**$27,645**	**$27,645**	**$22,645**	**$27,645**	**$40,167**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan										
Loan Repayment			($35,465)	($35,908)	($36,357)	($36,811)	($37,271)	($37,737)	($38,209)	($38,686)
Profit Share										
Total Cash Flow from Financing	**$0**	**$0**	**($35,465)**	**($35,908)**	**($36,357)**	**($36,811)**	**($37,271)**	**($37,737)**	**($38,209)**	**($38,686)**
Total Change in Cash	($314,934)	($301,098)	($28,092)	($28,535)	($8,712)	($9,167)	($9,627)	($15,093)	($10,564)	$1,480
Beginning Period Cash	$1,068,405	$753,471	$452,373	$424,281	$395,746	$387,034	$377,868	$368,241	$353,148	$342,584
Ending Period Cash	**$753,471**	**$452,373**	**$424,281**	**$395,746**	**$387,034**	**$377,868**	**$368,241**	**$353,148**	**$342,584**	**$344,064**

	FY4									
	31	32	33	34	35	36	37	38	39	40
	Y3M7	Y3M8	Y3M9	Y3M10	Y3M11	Y3M12	Y4M1	Y4M2	Y4M3	Y4M4
Net Income/Loss	**$24,203**	**$24,203**	**$36,725**	**$24,203**	**$24,203**	**$24,203**	**$24,131**	**$24,131**	**$24,131**	**$19,131**
Cash Flow from Operations										
Depreciation	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$27,645**	**$27,645**	**$40,167**	**$27,645**	**$27,645**	**$27,645**	**$27,573**	**$27,573**	**$27,573**	**$22,573**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan										
Loan Repayment	($39,170)	($39,660)	($40,155)	($40,657)	($41,166)	($41,680)	($42,201)	($42,729)	($43,263)	($43,804)
Profit Share										
Total Cash Flow from Financing	**($39,170)**	**($39,660)**	**($40,155)**	**($40,657)**	**($41,166)**	**($41,680)**	**($42,201)**	**($42,729)**	**($43,263)**	**($43,804)**
Total Change in Cash	($11,525)	($12,015)	$11	($13,013)	($13,521)	($14,036)	($14,629)	($15,156)	($15,690)	($21,231)
Beginning Period Cash	$344,064	$332,539	$320,524	$320,535	$307,522	$294,001	$279,965	$265,337	$250,181	$234,490
Ending Period Cash	**$332,539**	**$320,524**	**$320,535**	**$307,522**	**$294,001**	**$279,965**	**$265,337**	**$250,181**	**$234,490**	**$213,259**

									FY5	
	41	42	43	44	45	46	47	48	49	50
	Y4M5	Y4M6	Y4M7	Y4M8	Y4M9	Y4M10	Y4M11	Y4M12	Y5M1	Y5M2
Net Income/Loss	**$24,131**	**$37,091**	**$24,131**	**$24,131**	**$37,091**	**$24,131**	**$24,131**	**$24,131**	**$20,471**	**$20,471**
Cash Flow from Operations										
Depreciation	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$27,573**	**$40,533**	**$27,573**	**$27,573**	**$40,533**	**$27,573**	**$27,573**	**$27,573**	**$23,913**	**$23,913**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan										
Loan Repayment	($44,351)	($44,906)	($45,467)	($46,035)	($46,611)	($47,193)	($47,783)	($48,380)	($48,985)	($49,598)
Profit Share										
Total Cash Flow from Financing	**($44,351)**	**($44,906)**	**($45,467)**	**($46,035)**	**($46,611)**	**($47,193)**	**($47,783)**	**($48,380)**	**($48,985)**	**($49,598)**
Total Change in Cash	($16,779)	($4,373)	($17,894)	($18,463)	($6,078)	($19,621)	($20,211)	($20,808)	($25,072)	($25,685)
Beginning Period Cash	$213,259	$196,481	$192,108	$174,214	$155,751	$149,673	$130,053	$109,842	$89,034	$63,962
Ending Period Cash	**$196,481**	**$192,108**	**$174,214**	**$155,751**	**$149,673**	**$130,053**	**$109,842**	**$89,034**	**$63,962**	**$38,277**

	51 Y5M3	52 Y5M4	53 Y5M5	54 Y5M6	55 Y5M7	56 Y5M8	57 Y5M9	58 Y5M10	59 Y5M11	60 Y5M12
Net Income/Loss	**$20,471**	**$15,471**	**$20,471**	**$33,680**	**$20,471**	**$20,471**	**$33,680**	**$20,471**	**$20,471**	**$20,471**
Cash Flow from Operations										
Depreciation	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442	$3,442
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$23,913**	**$18,913**	**$23,913**	**$37,122**	**$23,913**	**$23,913**	**$37,122**	**$23,913**	**$23,913**	**$23,913**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan										
Loan Repayment	($50,217)	($50,845)	($51,481)	($52,124)	($52,776)	($53,436)	($54,103)	($54,780)	$0	$0
Profit Share										
Total Cash Flow from Financing	**($50,217)**	**($50,845)**	**($51,481)**	**($52,124)**	**($52,776)**	**($53,436)**	**($54,103)**	**($54,780)**	**$0**	**$0**
Total Change in Cash	($26,305)	($31,932)	($27,568)	($15,002)	($28,863)	($29,523)	($16,982)	($30,867)	$23,913	$23,913
Beginning Period Cash	$38,277	$11,973	($19,960)	($47,528)	($62,530)	($91,393)	($120,916)	($137,898)	($168,765)	($144,852)
Ending Period Cash	**$11,973**	**($19,960)**	**($47,528)**	**($62,530)**	**($91,393)**	**($120,916)**	**($137,898)**	**($168,765)**	**($144,852)**	**($120,939)**

Monthly Balance Sheet

	FY1								Acquire License/Approval	
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
ASSETS										
Current Assets										
Cash	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	($80,000)
Receivables										
Inventory										
Total Current Assets	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	($80,000)
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accumulated Depreciation of PPE	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PP&E, net	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Long Term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Assets	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**($80,000)**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Long-Term Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Liabilities	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	($80,000)
Total Equity	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**($80,000)**
Total Liabilities & Equity	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**($80,000)**
Balance Check	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

			FY2			Begin Construction/Renovations				
	11	12	13	14	15	16	17	18	19	20
	Y1M11	Y1M12	Y2M1	Y2M2	Y2M3	Y2M4	Y2M5	Y2M6	Y2M7	Y2M8
ASSETS										
Current Assets										
Cash	($80,000)	($80,000)	($80,000)	$1,520,000	$1,509,659	$1,454,652	$1,399,644	$1,344,637	$1,278,796	$1,068,405
Receivables										
Inventory										
Total Current Assets	($80,000)	($80,000)	($80,000)	$1,520,000	$1,509,659	$1,454,652	$1,399,644	$1,344,637	$1,278,796	$1,068,405
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$0	$0	$0	$0	$0	$0	$0	$0	$0	$144,550
Accumulated Depreciation of PPE	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PP&E, net	$0	$0	$0	$0	$0	$0	$0	$0	$0	$144,550
Total Long Term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$144,550
Total Assets	**($80,000)**	**($80,000)**	**($80,000)**	**$1,520,000**	**$1,509,659**	**$1,454,652**	**$1,399,644**	**$1,344,637**	**$1,278,796**	**$1,212,955**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$0	$0	$0	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000
Total Long-Term Liabilities	$0	$0	$0	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000
Total Liabilities	**$0**	**$0**	**$0**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$1,600,000**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	($80,000)	($80,000)	($80,000)	($80,000)	($90,341)	($145,348)	($200,356)	($255,363)	($321,204)	($531,595)
Total Equity	**($80,000)**	**($80,000)**	**($80,000)**	**($80,000)**	**($90,341)**	**($145,348)**	**($200,356)**	**($255,363)**	**($321,204)**	**($531,595)**
Total Liabilities & Equity	**($80,000)**	**($80,000)**	**($80,000)**	**$1,520,000**	**$1,509,659**	**$1,454,652**	**$1,399,644**	**$1,344,637**	**$1,278,796**	**$1,068,405**
Balance Check	$0	$0	$0	$0	$0	$0	$0	$0	$0	$144,550

	Open Operatic	First Sale			FY3					
	21	22	23	24	25	26	27	28	29	30
	Y2M9	Y2M10	Y2M11	Y2M12	Y3M1	Y3M2	Y3M3	Y3M4	Y3M5	Y3M6
ASSETS										
Current Assets										
Cash	$753,471	$452,373	$424,281	$395,746	$387,034	$377,868	$368,241	$353,148	$342,584	$344,064
Receivables										
Inventory										
Total Current Assets	$753,471	$452,373	$424,281	$395,746	$387,034	$377,868	$368,241	$353,148	$342,584	$344,064
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100
Accumulated Depreciation of PPE	$0	$0	($3,442)	($6,883)	($10,325)	($13,767)	($17,208)	($20,650)	($24,092)	($27,533)
PP&E, net	$289,100	$289,100	$285,658	$282,217	$278,775	$275,333	$271,892	$268,450	$265,008	$261,567
Total Long Term Assets	$289,100	$289,100	$285,658	$282,217	$278,775	$275,333	$271,892	$268,450	$265,008	$261,567
Total Assets	**$1,042,571**	**$741,473**	**$709,939**	**$677,963**	**$665,809**	**$653,201**	**$640,133**	**$621,598**	**$607,592**	**$605,631**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$1,600,000	$1,600,000	$1,564,535	$1,528,628	$1,492,271	$1,455,460	$1,418,189	$1,380,451	$1,342,242	$1,303,556
Total Long-Term Liabilities	$1,600,000	$1,600,000	$1,564,535	$1,528,628	$1,492,271	$1,455,460	$1,418,189	$1,380,451	$1,342,242	$1,303,556
Total Liabilities	**$1,600,000**	**$1,600,000**	**$1,564,535**	**$1,528,628**	**$1,492,271**	**$1,455,460**	**$1,418,189**	**$1,380,451**	**$1,342,242**	**$1,303,556**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	($846,529)	($1,147,627)	($1,143,696)	($1,139,765)	($1,115,562)	($1,091,359)	($1,067,156)	($1,047,953)	($1,023,750)	($987,025)
Total Equity	**($846,529)**	**($1,147,627)**	**($1,143,696)**	**($1,139,765)**	**($1,115,562)**	**($1,091,359)**	**($1,067,156)**	**($1,047,953)**	**($1,023,750)**	**($987,025)**
Total Liabilities & Equity	**$753,471**	**$452,373**	**$420,839**	**$388,863**	**$376,709**	**$364,101**	**$351,033**	**$332,498**	**$318,492**	**$316,531**
Balance Check	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100

	31	32	33	34	35	36	FY4 37	38	39	40
	Y3M7	Y3M8	Y3M9	Y3M10	Y3M11	Y3M12	Y4M1	Y4M2	Y4M3	Y4M4
ASSETS										
Current Assets										
Cash	$332,539	$320,524	$320,535	$307,522	$294,001	$279,965	$265,337	$250,181	$234,490	$213,259
Receivables										
Inventory										
Total Current Assets	$332,539	$320,524	$320,535	$307,522	$294,001	$279,965	$265,337	$250,181	$234,490	$213,259
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100
Accumulated Depreciation of PPE	($30,975)	($34,417)	($37,858)	($41,300)	($44,742)	($48,183)	($51,625)	($55,067)	($58,508)	($61,950)
PP&E, net	$258,125	$254,683	$251,242	$247,800	$244,358	$240,917	$237,475	$234,033	$230,592	$227,150
Total Long Term Assets	$258,125	$254,683	$251,242	$247,800	$244,358	$240,917	$237,475	$234,033	$230,592	$227,150
Total Assets	**$590,664**	**$575,207**	**$571,776**	**$555,322**	**$538,359**	**$520,882**	**$502,812**	**$484,214**	**$465,082**	**$440,409**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$1,264,386	$1,224,726	$1,184,571	$1,143,913	$1,102,748	$1,061,068	$1,018,866	$976,138	$932,875	$889,071
Total Long-Term Liabilities	$1,264,386	$1,224,726	$1,184,571	$1,143,913	$1,102,748	$1,061,068	$1,018,866	$976,138	$932,875	$889,071
Total Liabilities	**$1,264,386**	**$1,224,726**	**$1,184,571**	**$1,143,913**	**$1,102,748**	**$1,061,068**	**$1,018,866**	**$976,138**	**$932,875**	**$889,071**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	($962,822)	($938,619)	($901,894)	($877,691)	($853,488)	($829,286)	($805,155)	($781,024)	($756,893)	($737,762)
Total Equity	**($962,822)**	**($938,619)**	**($901,894)**	**($877,691)**	**($853,488)**	**($829,286)**	**($805,155)**	**($781,024)**	**($756,893)**	**($737,762)**
Total Liabilities & Equity	**$301,564**	**$286,107**	**$282,676**	**$266,222**	**$249,259**	**$231,782**	**$213,712**	**$195,114**	**$175,982**	**$151,309**
Balance Check	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100

	41	42	43	44	45	46	47	48	FY5 49	50
	Y4M5	Y4M6	Y4M7	Y4M8	Y4M9	Y4M10	Y4M11	Y4M12	Y5M1	Y5M2
ASSETS										
Current Assets										
Cash	$196,481	$192,108	$174,214	$155,751	$149,673	$130,053	$109,842	$89,034	$63,962	$38,277
Receivables										
Inventory										
Total Current Assets	$196,481	$192,108	$174,214	$155,751	$149,673	$130,053	$109,842	$89,034	$63,962	$38,277
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100
Accumulated Depreciation of PPE	($65,392)	($68,833)	($72,275)	($75,717)	($79,158)	($82,600)	($86,042)	($89,483)	($92,925)	($96,367)
PP&E, net	$223,708	$220,267	$216,825	$213,383	$209,942	$206,500	$203,058	$199,617	$196,175	$192,733
Total Long Term Assets	$223,708	$220,267	$216,825	$213,383	$209,942	$206,500	$203,058	$199,617	$196,175	$192,733
Total Assets	**$420,189**	**$412,375**	**$391,039**	**$369,135**	**$359,615**	**$336,553**	**$312,900**	**$288,651**	**$260,137**	**$231,011**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$844,720	$799,815	$754,348	$708,313	$661,702	$614,509	$566,726	$518,345	$469,360	$419,762
Total Long-Term Liabilities	$844,720	$799,815	$754,348	$708,313	$661,702	$614,509	$566,726	$518,345	$469,360	$419,762
Total Liabilities	**$844,720**	**$799,815**	**$754,348**	**$708,313**	**$661,702**	**$614,509**	**$566,726**	**$518,345**	**$469,360**	**$419,762**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	($713,631)	($676,540)	($652,409)	($628,278)	($591,187)	($567,056)	($542,925)	($518,794)	($498,323)	($477,852)
Total Equity	**($713,631)**	**($676,540)**	**($652,409)**	**($628,278)**	**($591,187)**	**($567,056)**	**($542,925)**	**($518,794)**	**($498,323)**	**($477,852)**
Total Liabilities & Equity	**$131,089**	**$123,275**	**$101,939**	**$80,035**	**$70,515**	**$47,453**	**$23,800**	**($449)**	**($28,963)**	**($58,089)**
Balance Check	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100

	51 Y5M3	52 Y5M4	53 Y5M5	54 Y5M6	55 Y5M7	56 Y5M8	57 Y5M9	58 Y5M10	59 Y5M11	60 Y5M12
ASSETS										
Current Assets										
Cash	$11,973	($19,960)	($47,528)	($62,530)	($91,393)	($120,916)	($137,898)	($168,765)	($144,852)	($120,939)
Receivables										
Inventory										
Total Current Assets	$11,973	($19,960)	($47,528)	($62,530)	($91,393)	($120,916)	($137,898)	($168,765)	($144,852)	($120,939)
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100
Accumulated Depreciation of PPE	($99,808)	($103,250)	($106,692)	($110,133)	($113,575)	($117,017)	($120,458)	($123,900)	($127,342)	($130,783)
PP&E, net	$189,292	$185,850	$182,408	$178,967	$175,525	$172,083	$168,642	$165,200	$161,758	$158,317
Total Long Term Assets	$189,292	$185,850	$182,408	$178,967	$175,525	$172,083	$168,642	$165,200	$161,758	$158,317
Total Assets	**$201,264**	**$165,890**	**$134,881**	**$116,436**	**$84,132**	**$51,167**	**$30,744**	**($3,565)**	**$16,907**	**$37,378**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$369,545	$318,700	$267,219	$215,095	$162,319	$108,883	$54,780	($0)	($0)	($0)
Total Long-Term Liabilities	$369,545	$318,700	$267,219	$215,095	$162,319	$108,883	$54,780	($0)	($0)	($0)
Total Liabilities	**$369,545**	**$318,700**	**$267,219**	**$215,095**	**$162,319**	**$108,883**	**$54,780**	**($0)**	**($0)**	**($0)**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	($457,381)	($441,910)	($421,438)	($387,758)	($367,287)	($346,816)	($313,136)	($292,665)	($272,193)	($251,722)
Total Equity	**($457,381)**	**($441,910)**	**($421,438)**	**($387,758)**	**($367,287)**	**($346,816)**	**($313,136)**	**($292,665)**	**($272,193)**	**($251,722)**
Total Liabilities & Equity	**($87,836)**	**($123,210)**	**($154,219)**	**($172,664)**	**($204,968)**	**($237,933)**	**($258,356)**	**($292,665)**	**($272,193)**	**($251,722)**
Balance Check	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100	$289,100

Municipal Cannabis Enterprise Feasibility Study & Decision Timeline

Approach and Framework for Feasibility Study

1. Identify **Leaders** on City Council
    a. Frequent check-ins with Mayor and Council, identify crucial points of decision by Council

2. Establish **Team** and Process
    a. Conduct informal SWOT Analysis, identify work to be conducted by consultants, identify work to be conducted by City staff, identify other municipalities interested

3. Review and Refine Details and **Budget** for Feasibility Study
    a. $100,000 allocated in 2024 City Budget
        i. $16,000 for Point7 Group's Phase 1 study contract with travel expenses included
        ii. $1,000 for seminars, expos, conferences, workshops
        iii. $19,000 for Point7 Group's Phase 2 study contract with travel expenses included

4. Conduct an initial **Financial Feasibility Analysis** (high-level business plan options, variety of scenarios)
    a. Select a consultant ideally with cannabis retail market expertise, municipal enterprise expertise, and business planning expertise

5. Establish a **Timeline** for Study, Review, and Decisions
    a. Identify key points of decision-making within the overall process
        i. June 2024 – Council decided to move forward with study
            1. Complete next steps as identified by Point 7 Group
                a. Stress-test the financial model
                b. Study real estate options in-depth
            2. Draft a community engagement plan
            3. Complete Zoning Amendments with guidance from Model Ordinance
                a. Add cannabis uses to commercial districts
                b. Consider local retail limitation of 1 dispensary per 12,500 people

6. Establish **Community-Driven Vision and Guiding Principles for Decisions**
    a. *Rationale*: Community-driven work is crucial to support Council Members in decision-making processes, avoid major disruptions to the study process, and insulate staff from political debates about state-level cannabis legalization
    b. Establish Guiding Principles, Vision, and Public Purpose
        i. Public Safety & Design – strict compliance with state regulations and best practices, thoughtful dispensary location and design
        ii. Health and wellness of residents – acknowledge medicinal purposes of cannabis and ability for city to control sale (similar to alcohol)
        iii. Muni Legacy – resident-focused business, profits to be utilized for public projects

Updated 7/30/2024

c. Methods for Gathering Community Input and Assessing Options with Community:
    i. Hosting community listening sessions
    ii. Assembling a Task Force or Community Meetings comprised of three sub-committees or topics:
        1. Muni Legacy – Communications and Enterprise staff
            a. Community Focus
            b. Marketing
        2. Fiscal & Legal Responsibility – Administration staff
            a. Banking
            b. Insurance
            c. Accounting
            d. Technology
            e. Compliance
        3. Public Safety & Design – Public Safety, Public Works, and Community Development staff
            a. Site Design and Circulation
            b. Building Design
            c. Security Plan

Timeline of Tasks to Reach <u>First</u> Crucial City Council Decision Point:

Q4 2023	• Meet with other interested municipalities and League of MN Cities and gather information that will help establish a more detailed timeline and list of tasks • Meet with potential consultants that could conduct a feasibility analysis • Explore cost sharing opportunities with other interested municipalities for consultant agreements associated with this study
Q1 2024	• Select consultant to execute early/high-level feasibility analysis • Execute contract and begin analysis • Continue meeting with other interested municipalities to share information • Monitor Office of Cannabis Management (OCM) rulemaking process
Q2 2024	• Review results of analysis with City Council • Draft a timeline and work plan for establishing a community-driven vision and guiding principles for decision-making
June 2024	**First Crucial City Council Decision Point**: Decide whether to continue studying feasibility of municipal cannabis enterprise or to stop studying feasibility
Outcome	**City Council Decided to Keep Studying Feasibility**

Timeline of Tasks to Reach Second Crucial City Council Decision Point:

Q3 2024	**City Council Decided to Continue Studying Feasibility**: • Continue stress-testing and revising the model based upon revised OCM timeline, license caps and operational timetables by license type • Revise real estate scenarios and real estate assumptions using actual properties available to City for the proposed operation • Begin community engagement process and begin zoning amendment process
Q4 2024	**Second Crucial City Council Decision Point**: Decide whether to apply for a municipal retail store (dispensary) license from the Office of Cannabis Management • Assemble comprehensive project plan outlining each requirement • Determine which components City staff can manage and complete independently and which (if any) are to be completed by third-party firms • Continue community engagement process

Study Areas *(generally listed in order; options will be vetted throughout entire study process)*

Financial Analysis	Finance, Consultant

- Study feasibility of an early business plan with variety of scenarios (rent v. own, delivery services)
- Real estate options need to be thoroughly researched in order to revise financial model
- Determine how to predict sales volume in order to predict profits
- Identify need for bonds/loans necessary to start enterprise

Risk and Liability Insurance	Legal & Finance

- League of Minnesota Cities Insurance Trust (LMCIT) will recommend potential insurance provider

Location Needs and Potential Issues	Planning

- Identify opportunities and risks with leasing or owning space used for retail operations
  - Owned property: Muni property has additional space on west side of the building for potential addition, no property taxes, high costs for construction of addition
  - Leased property: many property owners are not interested in leasing to cannabis retail tenant, rent would likely be a significant expense, rent would likely need to be paid far in advance of opening day of retail sales, renovation costs of a retail space could be significant, no location identified yet
- Parking
  - RISE dispensaries, which includes 7+ dispensaries in MN, have seen online sales hold steady at 70% of sales since the pandemic – this could lead to more 15-minute parking spots specifically for pick-up orders and less parking needs overall due to high turnover
- Pickup area
  - 15-minute parking spots could be offered, but OCM is likely to require that customers need to come into the building to verify identification for product pick-up
- Delivery area
  - Delivery rules need to be further established in the State Rulemaking Process

- Could review the option of offering delivery to only Wayzata residents at low/no cost to reduce parking demand on retail location
  - This could be paired with alcohol delivery if that could be permitted by local ordinance
- Zoning regulations – likely to be allowed in all commercial zones, potentially as conditional use
  - May include restriction in proximity to schools
  - State law sets general parameters

Facility Needs	Development Team + Facilities Team

- Specific requirements will be released by OCM through rulemaking process, but likely to include:
  - Loading bay that can be secured (deliveries are most vulnerable to theft), Secured vestibule area for customer age identification, Vault, Retail space, Extensive security camera system, separation from liquor store operations

Banking	Finance

- Existing bank relationship is unlikely possible, but inquiry has not been made yet
- High risk merchant account is likely necessary

Product Sourcing	Wine & Spirits, Consultant

- System or brand relationships to procure lowest price on high quality brands
- Focus on high quality products with strong profit margin
- Keep inventory as simple as possible to ensure profits, compliance, and budtender knowledge

Staffing Plan, Benefits, Payroll, Hiring	HR

- First draft of a staffing analysis and proposed organizational chart is included in the first draft of the Retail Business Plan by Point Seven Group

Office of Cannabis Management License (OCM)	Clerk

- Monitor ongoing process of state administration and rulemaking under the new law
- City may limit the number of licensed cannabis retailers to no fewer than one registration for every 12,500 residents, but a municipal dispensary will not count toward the limitation
- Only one additional license would be issued in City of Wayzata if prohibition is put in place
- City should apply as soon as possible, and be ready when state regulations take effect
- City issues a registration after a state license has been received to verify that it means time, place, and manner restrictions set at the local level (such as a restriction around proximity to schools) – there is technically not a local licensing program – license is issued by OCM

Ordinance and City Charter Amendments	Legal

- Under current state law, City may limit the number of licensed cannabis retailers to no fewer than one registration for every 12,500 residents via local ordinance
- City Ordinance and possibly Charter will require amendments to establish a Municipal Cannabis Enterprise

Tax Collection	Finance

- Process TBD
- May not be subject to property tax if operation is built on city land
- Option of working with a third party operator has been researched by Point Seven Group

MINNESOTA MUNICIPAL RETAILER BUSINESS PLAN

PRESENTED TO THE CITY OF WAYZATA
Prepared by Point Seven LLC
Spring 2024

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I. RETAILER OPERATIONS OVERVIEW & FEASIBILITY SUMMARY

As stewards of our community's welfare and prosperity, the City of Wayzata has taken an in-depth approach to evaluating the benefits, costs, risks, and opportunities posed by Minnesota's emerging adult-use marketplace.

The City received approval to engage Point Seven LLC (Point7), a leading consulting firm that has been working in the regulated cannabis industry for nearly ten years, to support the City in completing a Phase 1 evaluation. Point7 brings a wealth of experience and insight to this endeavor, having worked in over 25 different states, each with its own unique regulatory framework. By leveraging the expertise of Point7 and conducting a rigorous assessment of market dynamics, financial considerations, and operational requirements, the City seeks to make informed decisions that align with our vision for the future of Wayzata. This summary describes the collaborative effort between Wayzata staff and Point7.

Engagement Summary
Point7 was engaged by the City to:

1. Prepare a 5-Year Financial Model;
2. Present sample site plans so the Wayzata team is able to evaluate local real estate options potentially suitable for the proposed retailer location;
3. Present sample organizational charts and collaborate with the City in developing a Wayzata-specific organizational chart inclusive of City staff and new hires;
4. Present a go-to-market workbook to illustrate the hundreds of activities necessary to pursue a cannabis business license, and to open the cannabis business.
5. Develop a comprehensive Business Plan with a go-to-market strategy upon becoming operational.

Draft Form
Please note that the materials presented by Point Seven LLC (Point7) to the City of Wayzata are in draft form. These materials would need to be further developed for use during Minnesota's upcoming licensing process. This Business Plan is written from the standpoint of the City of Wayzata, informed by Point7. Point7 understands that Client may or may not decide to apply for a Retailer License in Minnesota. Consultant developed this Business Plan to satisfy its scope of work with Client.

Business Plan and Financial Model Overview
This Business Plan is unique in several respects. To begin, most offices require applicants applying for a cannabis business license to prepare and submit a 'Business Plan,' though the term 'Business Plan' is not (typically) utilized in cannabis the same way that it is traditionally. In cannabis, when a Business Plan is requested, more times than not the requesting audience (in this case Minnesota's Office of Cannabis Management) is looking to understand your *Operating Plan*. As such, in developing this work, Point7 aimed to:

- Utilize the process of building this Business Plan as an opportunity to educate the City of Wayzata about how a cannabis dispensary business operates and the various requirements dispensaries must consider before, and after operations begin.
- Develop content sections the City of Wayzata is likely to need if the City does decide to pursue a cannabis business license. In these sections, you will notice blue guidance text from the Point7 team expressing that the content in a specific section is ultimately written for the OCM as an intended audience.

- The financial model developed reflects a broad range of assumptions and illustrates four unique scenarios that the City may want to evaluate as the City continues to explore dispensary ownership. To be clear, we are not limited to four scenarios. Much of the dispensary's financial performance unsurprisingly stems from the location selected and the square footage available for dispensary sales. We are confident that these four scenarios will help the City continue learning about this unique opportunity.

Market Update as of May 2024

HF4757 was passed on Sunday, May 19th during the final hours of the legislative session. Notably, a few municipal-specific changes were included:

- As of today, Municipal dispensaries will not be included in the OCM's licensing lottery nor will licenses issued to Municipalities count towards the specified number of licenses to be issued to retailers (the OCM "cap").
    - A municipal cannabis store established, owned, or operated by a city or county must not be included in any limitation on the number of licensed cannabis retailers, cannabis mezzo businesses with a retail operations endorsement, or cannabis microbusinesses with a retail operations endorsement that a local unit of government imposes or adopts.

Assumptions Relied Upon

Point7 and Wayzata agreed to work from the following assumptions:

- National, State and local market data (including socioeconomic, population, tourism patterns);
- Known information from the Office of Cannabis Management (OCM);
- Informed assumptions about Minnesota's timeline/trajectory;
- Point7's past works spanning 37 U.S. States and hundreds of unique cities/counties;
- Customer Archetypes
- Product allowances in Minnesota;
- National sales data by product category and sales trends;
- Impact the illicit market tends to have on a legal market;
- Impact MN's existing medical program will have on adult use;
- City staff utilized to promote labor efficiency, reducing costs while ensuring that City staff have visibility into the dispensary operation.
- Operations beginning in Year 2, Month 11 given what we know to be true about Minnesota's cannabis landscape.
    - Please note: the model uses Year ("Y") and Month ("M") anonymized so the model is flexible/able to be easily adjusted with actual months/years at a later point.
- Dispensary would be approximately 1,750 square feet in size (including front-of-house sales and back-of-house operations)
- Total Addressable market is 36,778 adults within a 3-mile radius (30,648) and factoring in tourism
- Three dispensaries in a 3-mile radius, accounting for population constraints. When considering delivery, we assumed up to 8 dispensaries within the 5-mile radius.
- Purchaser growth base would grow substantially in years 2026 (25%) and 2027 (15% YoY), with growth reducing in 2028 to reflect substantial market expansion.
- Store would carry products from all approved/compliant product categories including: dry flower; concentrates; vaporizer cartridges; edibles, tinctures, topicals, oils, beverages, and non-cannabis goods.
- Consumer purchasing would climb during two months (June, and September) as a result of tourism in the area brought on by local festivals.

Approach to Feasibility Analysis

1. Engagement began with Point7 facilitating a series of workshops for the City of Wayzata team to provide the background knowledge necessary for both modeling work and the business plan.
2. Point7 presented more than a dozen dispensary site plans operational in comparable (regulated) U.S. marketplaces to understand relative size and projected sales figures on a per sq. ft. basis. During this process, we explored square footage use, operational function of each area, compliance, security considerations, and general operating flow in order to educate the City of Wayzata team prior to working through the financial model.
3. Evaluated organizational charts to understand the roles necessary to operate a high performing, compliant dispensary and understand which City positions may be beneficial to the operation of a dispensary, while sharing costs.
4. Examined Wayzata as the operator versus Wayzata hosting a third-party operator in the community.
5. Examined Wayzata leasing a premise versus utilizing a City-controlled premise accompanied by a ground-up buildout.
6. Developed and delivered a 5-year Financial Model/Pro Forma and conducted a Financial Modeling Workshop which allowed the Wayzata Team to examine and learn more about:
   - Expense assumptions during start-up & ongoing operations phase
   - Tax considerations
   - Reasonable performance data
   - Impact of adding a delivery license

Explorating the Impact of Cannabis Delivery

In response to evolving customer preferences and market demands, we would explore the integration of home delivery services into our retailer operations and services. This optional add-on service would provide convenience and accessibility for our customers, allowing them to receive their orders directly to their doorstep whilst opening the door to a larger range of customers in the surrounding communities of Lake Minnetonka. In performing delivery, we aim to offer a seamless and secure delivery experience while expanding our reach and enhancing customer satisfaction.

Feasibility Findings, Summarized

Through this feasibility summary, we — Point7 and the City of Wayzata — aim to provide community stakeholders with a comprehensive understanding of the opportunities and challenges associated with a municipality-operated retailer facility. We trust that the findings and recommendations outlined throughout this plan would serve as a foundation for constructive dialogue and strategic decision-making as we collectively strive towards a future of economic growth for Wayzata.

Point7 developed four scenarios to illustrate possible dispensary performance:

- Utilizing a third-party delivery partner and fully building out the dispensary
- Utilizing a third-party delivery partner and renovating a leased site
- Managing delivery internally and fully building out the dispensary
- Managing delivery internally and renovating a leased site

The forecasted financial performance of each scenario is described below within Subsection VIII. Financial Projections.

II. STAFFING PLAN SUMMARY

The dispensary's Leadership Team would be composed of Wayzata city staff, a multifaceted group of professionals who bring decades of experience in Wayzata community engagement and community policy, and qualified new hires filling the dispensary direct labor positions described further herein.

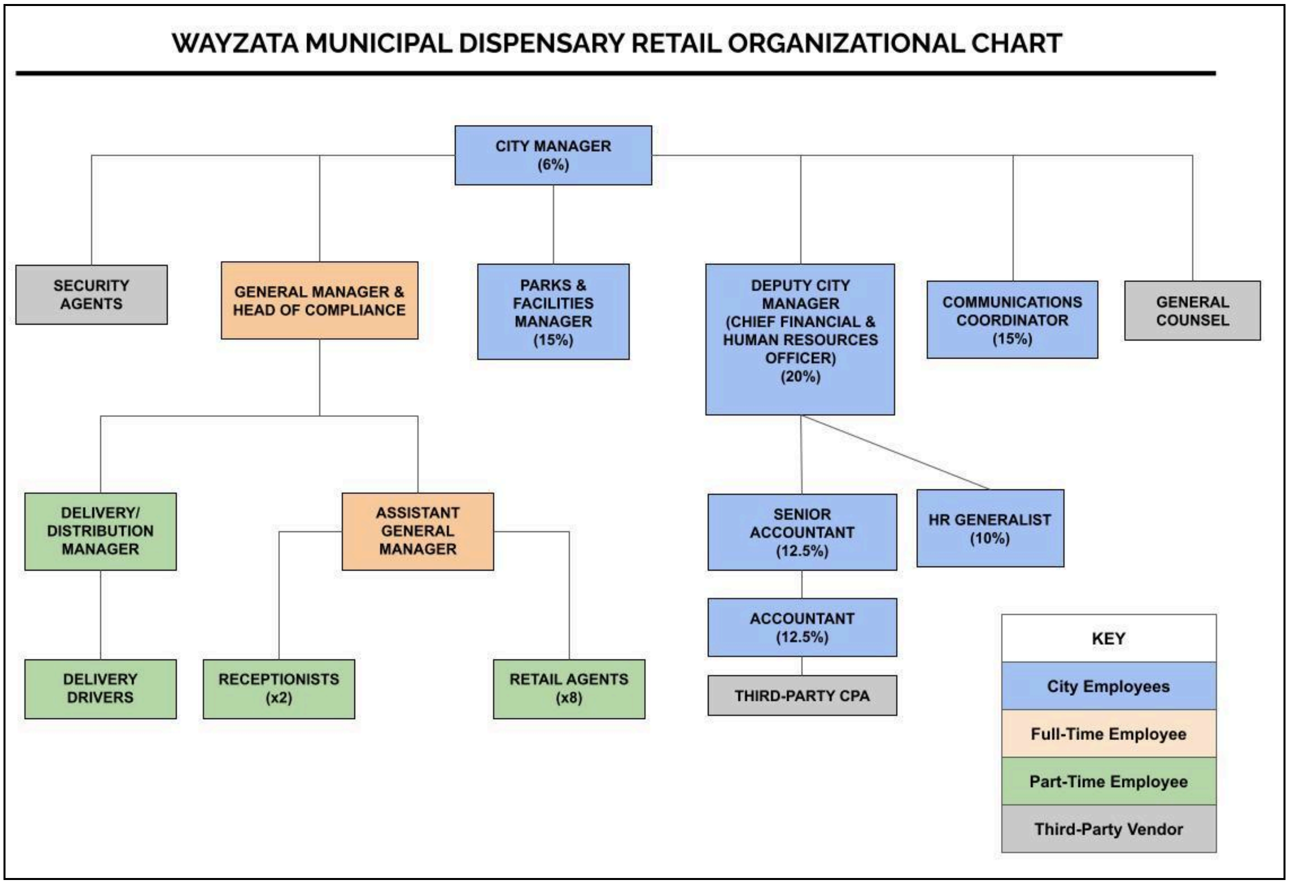
This Staffing Plan describes the process for hiring employees to facilitate day-to-day operations under the supervision and fractional management of Wayzata City staff. While preparing the facility for operations and upon opening the facility, City employees would fractionally manage certain operational functions for the facility. Point7 presented various cannabis business organizational charts and structures varying in team size, property size, and specific operating models and worked collaboratively with City staff to determine which functions could be covered by existing City-level employees.

Description of the Organizational Chart

The proposed dispensary would be managed by City employees, as well as dedicated full-time and part-time dispensary employees. Wherever possible, existing City professionals would be utilized to reduce costs, while ensuring alignment between dispensary operations and the City's goals for the business.

The organizational chart below depicts the following roles:

- Roles in orange indicate a full-time employee working solely for the dispensary
- Roles in green indicate a part-time employee working solely for the dispensary
- Roles in gray indicate a third-party vendor
- Roles in blue are City positions that would have some involvement in the day-to-day management of the proposed dispensary.
    - Percentages depicted in the organizational chart below represent the amount of time each designated City employee would dedicate to the day-to-day and managerial operations of the retailer facility.



City Roles

The following City-hired professionals would support the dispensary's operations, streamlining operational function while conserving costs:

City Manager

The City Manager would supervise the dispensary's management and overall operations. He is accountable to the Council and would be responsible for ensuring that profits are handled according to their policy directives.

Deputy City Manager (Chief Financial & HR Officer)

The Deputy City Manager would supervise the financial component of our operation and would act as the financial spokesperson for our organization. The Deputy City Manager would directly assist with the strategic and tactical matters related to retailer budget management, cost-benefit analysis, forecasting needs, and the securing of new funding. The Deputy City Manager would also oversee financial compliance and is responsible for all financial and fiscal management aspects of company operations. The Deputy City Manager would create, coordinate, and evaluate the company's financial infrastructure and supporting information systems, including budgeting, tax planning, and conservation of assets, ensuring compliance with local, state, and federal budgetary reporting requirements. They would also oversee department budgets, mass salary updates, ledger and account maintenance, and data entry.

In addition to financial management responsibilities, the Deputy City Manager Plan would direct and coordinate human resource management activities to maximize the strategic use of human resources and maintain functions such as employee compensation, recruitment, personnel policies, and regulatory compliance.

Communications Coordinator
The Communications Coordinator would report to the Deputy City Manager representing the community when engaging with stakeholders, advertising agencies, brand consultants, designers, and in all aspects of marketing and branding for our retailer. They would be responsible for creating our short- and long-term marketing strategies; creating meaningful marketing campaigns; establishing and managing the marketing budget; working closely with third-party vendors; assessing the success of marketing efforts; organizing dispensary events and community meetings; and maintaining regular communication with neighboring businesses and associations. They would collaborate closely with the General Manager & Head of Compliance to ensure compliance with marketing and branding initiatives.

HR Generalist
Reporting to the Deputy City Manager, the HR Generalist would be fractionally responsible for coordinating human resource management activities and maintaining functions such as employee compensation, recruitment, personnel policies, and regulatory compliance. The HR Generalist would provide strategic guidance and operational support on an as-needed basis.

Senior Accountant & Accountant
The Senior Accountant & Accountant would report to the Deputy City Manager and are jointly responsible for providing operational financial support to our organization. They would coordinate the preparation of financial statements, financial reports, special analyses, and information reports for the Leadership Team and aid the Deputy City Manager in coordinating administrative, business planning, accounting, and budgeting efforts of the retailer.

Parks & Facilities Manager
The Parks & Facilities Manager would fractionally manage aspects of the day-to-day facility and equipment maintenance, repairs, and upgrades, and provide the compliance-related elements of the facilities operations. When required, they would be responsible for light maintenance, all general cleaning and upkeep in and around the exterior of the retailer facility, ensuring delivery of utilities (gas, water, and electric) and collection of garbage to the facility, assisting with exterior landscaping, and providing manual labor services as needed.

Team Roles

General Manager & Head of Compliance (Full-Time)
The General Manager & Head of Compliance would report to the Leadership Team and would be an objective authority for the review, evaluation, implementation, and enforcement of all compliance protocols and marketing/branding within the retailer. The General Manager & Head of Compliance would be responsible for proposed day-to-day operations of the retailer, overseeing hiring and training, inventory controls, customer satisfaction, and product procurement. The General Manager & Head of Compliance would be the eyes and ears of our daily operations, implementing measures for sales and product ordering, Key Performance Indicators (KPIs), scheduling and staffing, and standard operating procedures. This person would be experienced in highly regulated industries (such as alcohol, pharmaceuticals, tobacco, casinos, agriculture, CPG, and various manufacturing industries) as they would serve as the liaison between the Leadership Team's vision and mission and actual day-to-day efforts.

In addition to day-to-day operations, the General Manager & Head of Compliance would represent the community when engaging with stakeholders, advertising agencies, brand consultants, designers, and in all aspects of marketing and branding for our retailer. They would be responsible for creating our short- and long-term marketing strategies; creating meaningful marketing campaigns; establishing and managing the marketing budget; working closely with third-party vendors; assessing the success of marketing efforts; organizing dispensary events and community meetings; and maintaining regular communication with neighboring businesses and associations.

Assistant General Manager (Full-Time)
The Assistant General Manager (AGM) is the stand-in General Manager & Head of Compliance Coordinator when they are not present and would be on-site at all times to ensure customer satisfaction is sustained, deliveries can be checked and received, inventory audits can be conducted, and Retail Agent cash drawers can be counted and reconciled. The AGM would have experience in a lead position with responsibilities of managing a small team as they would work closely with the General Manager & Head of Compliance and Leadership Team to ensure efficient operations.

Security Agents (Part-Time)
Security Agents would be outsourced from a licensed and reputable Minnesota-based security staffing firm. While on-site, Security Agents would report directly to the General Manager & Head of Compliance and would have extensive training on daily surveillance duties, identification verification in the absence of a Receptionist, random and scheduled site inspections, and overall physical security presence at the facility. Security Agents would perform routine patrols, assist in investigations regarding suspected theft or diversion, and coordinate and communicate with key internal and external stakeholders, including law enforcement and authorized representatives of regulatory agencies. Security Agents would be stationed throughout the premises to ensure a safe, secure environment at all times.

Retail Agents (Part-Time)
Retail Agents would report to the General Manager & Head of Compliance, and AGM and would be expected to provide customers with the education and information needed to select the products best suited for their desired effects. Retail Agents would provide extensive information on the dispensary’s product lines and answer customer questions to the best of their ability. Retail Agents would be trained in regulatory compliance and would continually work with the General Manager & Head of Compliance, and AGM to fully understand and be able to answer questions about cannabis product offerings. Retail Agents would be required to have impeccable customer service and cash handling skills to accurately manage the daily operation of the cash register assigned to them.

Receptionist(s) (Part-Time)
Retail Agents would be cross-functionally trained to serve in the Receptionist Role. Receptionist would report directly to the General Manager & Head of Compliance, and AGM and would be responsible for greeting all customers as they enter the retailer, checking legal identification to ensure customers are aged 21 or older with an acceptable form of identification (ID) prior to granting access to the facility. The Receptionist would provide clerical and administrative support in order to ensure the retailer’s services are provided in an effective and efficient manner.

Delivery Roles
If delivery operations occur, the following two roles would be necessary:

Delivery/Distribution Manager (Part or Full-Time)
Delivery/Distribution Manager to be employed full-time to oversee all aspects of the delivery and distribution operations within the cannabis retail operation. This role is crucial for ensuring timely and compliant transportation of cannabis products.

Delivery Agents (Part-Time)
Both full-time and part-time Delivery Agents would be employed to ensure flexible and efficient delivery services. This role is vital for the direct transportation and handling of cannabis products to customers or between facilities. The ideal Delivery Agent must possess a clean driving record and be knowledgeable about local delivery routes. Familiarity with cannabis products and compliance with cannabis transportation regulations is preferred. The candidate should demonstrate reliability, good communication skills, and the ability to work independently. A background check and drug screening are required for this role.

Staffing and Hiring

Point7 developed the following Staffing and Hiring Plan Summary, describing the various roles necessary for operating the dispensary. The intention is to hire open roles directly from the local community whenever possible. The following *Employee Salaries* overview illustrates the number of people needed for each role and the anticipated salary for each position. City Leadership would be responsible for supervising the construction process; interviewing and hiring staff; selecting inventory and vendors; and finalizing the standard operating procedures (SOPs). Interviewing, hiring, and training of employees would begin at least 90 days before the facility opening with prioritization of hiring manager-level employees who would assist in the hiring and training of supporting and entry-level employees.

Employee Salaries
Point7 recommends hiring two full-time employees, the General Manager & Head of Compliance and an Assistant General Manager. The following table depicts projected annualized payroll, with an estimated 30% addition for manager benefits burden, including paid time off; paid sick leave; performance and holiday bonuses; and health insurance coverage.

CITY ROLES					
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**	[redacted]	**Annual Dispensary Cost**
City Manager	$180,000	N/A	6%	[redacted]	$10,800
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%	[redacted]	$27,000
Communications Coordinator	$81,000	N/A	15%	[redacted]	$12,150
Parks & Facilities Manager	$81,000	N/A	15%	[redacted]	$12,150
HR Generalist	$85,000	N/A	10%	[redacted]	$8,500
Senior Accountant	$103,000	N/A	25%	[redacted]	$25,750
Accountant	$73,000	N/A	25%	[redacted]	$18,250

DISPENSARY DIRECT LABOR				Weekly Hours	#	
	General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000
	Assistant General Manager	$75,000	$36.1	40	1	$75,000
	Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760
	Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300
	Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000
	Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760
Total Monthly Payroll						**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**	
Non-Employees		**Monthly Fee**	**Months per Year**			
	Outsourced City Attorney + Contracted	$2,000	12			$24,000
	Convergent Contracted For Security Monitoring	$1,500	12			$18,000
	Contracted Loffler (Computers)	$1,000	12			$12,000
	Outsourced Director of Security	$10,000	12			$120,000
	Outsourced Security Agent(s)	$7,500	12			$90,000
	Contracted Certified Public Accountant	$500	12			$6,000

Employee Benefits
In order to promote employee retention and a strong employee culture where every single employee feels valued and encouraged to succeed, dispensary employees would receive competitive compensation packages.

- ***Comprehensive Benefits:*** Employees would be provided with comprehensive benefits as part of their employment, including but not limited to: 1) Healthcare coverage; 2) Vision coverage; 3) Dental coverage; 4) Retirement matching funds; 5) Paid time off; 6) Paid holidays; and 7) Extensive training and career development.
- ***Wages and Salaries:*** Competitive hourly wages and salaries have been determined based on: 1) State minimum wage requirements, 2) Competitive hourly wages, and 3) Available compensation metrics for each role.
- ***Career Advancement:*** Employees would be promoted from within the organization when possible as new roles become available. Promoting full transparency, open roles would be posted in the facility and emailed to all employees. Supervisors and managers would be trained and encouraged to evaluate current employees for organizational promotions before a role is publicized externally.

Equal Opportunity Employer

Prospective employees would be welcomed and valued — regardless of race, ethnicity, sexual orientation, gender identity, age, language, abilities/disabilities, socioeconomic status, geographic region, or other characteristics. Candidates would have the opportunity to meet with our team to explore employment opportunities and assess how their individual skills and prior job experience may translate to a successful career. By providing a comprehensive benefits package and entry-level wage rates that far exceed Minnesota's minimum wage rate, the dispensary would set a standard for competitive wages and would implement policies that promote diversity and inclusion, emphasizing open lines of communication between employees and the Leadership Team to identify and address any instance of discrimination in the workplace.

Employee Education and Training

At the dispensary facility, employees would be provided with more than just a job; they would be given the opportunity to grow and thrive within a supportive community. Through a tailored training curriculum facilitated by trusted third-party providers, employees would be well-equipped with the knowledge and skills necessary to excel in their roles. This alignment with Minnesota's rules and regulatory requirements ensures not only compliance but also the highest standards of professional practice.

Employees would be comprehensively trained before they are assigned to work within the dispensary, and employees would not be allowed to handle cannabis items until they have completed training. The training curriculum would incorporate best practices in the cannabis industry and comply with regulations set forth by the Office of Cannabis Management. This curriculum would cover initial and ongoing employee training. The training curriculum is organized into three categories: 1) Core; 2) Functional; and 3) Continued Education. This investment in employee training would translate to increased confidence, competence, and opportunities for career advancement within the organization, all of which contribute to a fulfilling and empowering work experience.

IV. CANNABIS INDUSTRY MARKET ANALYSIS

Point Seven LLC (Point7) completed extensive research and review of the broader cannabis market, evaluating both competitive medical and adult-use landscapes, consumer trends, regulatory frameworks, and industry forecasts to inform this business plan. Point7 carefully examined the U.S. cannabis industry, including but not limited to:

- Comparable, regulated cannabis markets throughout the U.S.
- Regulated industry growth data across the U.S.
- Impact of illicit stores and illicit cannabis businesses on now-regulated marketplaces
- Impact of existing medicinal cannabis markets on now-regulated adult-use marketplaces
- Impact of hemp industry on regulated THC-cannabis businesses
- Early forecasts, specifically about the State of Minnesota
- Consumer Comfort and adoption data pertaining to cannabis

Global cannabis and hemp trade markets have been steadily increasing over the past decade, and in 2023, more than 40 countries are operating some form of medical or recreational cannabis program. Key factors accounting for this growth include the increasing number of countries decriminalizing or legalizing the use of cannabis, increasing awareness of therapeutic benefits offered by cannabis through educational workshops and symposiums, and new technological developments in the extraction and formulation of cannabis derivatives.

The global legal cannabis market is undergoing a period of robust growth, fueled by the expanding acceptance and legalization of medical and recreational marijuana across multiple countries. According to a 2023 report by *Mordor Intelligence*, the global legal cannabis market is predicted to reach $29.32 billion. This market is expected to continue its upward trajectory at a compound annual growth rate (CAGR) of 15.40% from 2023 to 2028, leading to an estimated market size of $60.01 billion by 2028[1].

Other data sources provide supporting, albeit varied, perspectives on this market's growth. A report from industry research group, Grandview Research[2], suggests the global legal cannabis market, valued at $16.7 billion in 2022, is set to expand at a CAGR of 25.4% from 2023 to 2030. This growth is primarily driven by increasing demand for legal cannabis, notably for medical purposes. The approval and acceptance of cannabis derivatives by associations, such as the U.S. Food and Drug Administration (FDA), for the treatment of various diseases ranging from chronic pain and chemotherapy-induced nausea to neurological conditions, such as Parkinson's and Alzheimer's, has also contributed to the market's growth.

Similarly, a report from Vantage Market Research[3] posits that the Global Legal Cannabis Market, valued at $14.95 billion in 2022, is forecasted to reach $86.83 billion by 2030 at a CAGR of 24.60%. These varying yet uniformly optimistic projections suggest a significant expansion in the legal cannabis market over the upcoming decade. The differences can be attributed to distinct methodologies, scopes, and geographies covered in these reports.

United States Cannabis Market

While the federal government is currently shifting cannabis from a Schedule I to Schedule III drug, numerous states have independently navigated toward its legal acceptance and regulated sale. A total of 38 states, along with the District of Columbia and four out of five U.S. territories, have given the green light to the medicinal use of cannabis[4]. Recreational use has also gained approval in 23 states, including Guam, the Northern Mariana Islands, and the District of Columbia.

The U.S. tops the worldwide market with a promising forecast that suggests a combined sales value from the medical and recreational sectors of $33.6 billion by the end of 2023, as per the projections in the 2023 *MJBiz Factbook*[5]. The growth predominantly stems from the unveiling of new markets centered on adult cannabis use. From 2022 to 2028, the U.S. cannabis market is projected to grow consistently in both the medical and recreational sectors. In 2022, medical cannabis is an estimated t 35.7% ($10.7 billion) of total cannabis sales ($30 billion), with recreational cannabis accounting for the remaining 64.3% ($19.3 billion). By 2028, the medical cannabis market share is expected to decrease slightly to approximately 24.8% ($14.1 billion) of

[1]Mordor Intelligence. "Cannabis Market Size & Share Analysis - Growth Trends & Forecasts (2023 - 2028)." Retrieved from https://www.mordorintelligence.com/industry-reports/cannabis-market.
[2]Grand View Research. Legal Marijuana Market Size, Share & Trends Analysis Report By Product Type (Flower, Oil And Tinctures), By Application (Medical, Adult Use), By Region (North America, Europe, APAC, LATAM, Africa), And Segment Forecasts, 2023 - 2030." Retrieved from https://www.grandview research. com /industry-analysis/legal-marijuana-market.
[3]Vantage Market Research. "Legal Cannabis Market - Global Industry Assessment & Forecast" Retrieved from https://www.vantagemarketresearch.com/industry-report/legal-cannabis-market-1530#:~:text=Global%20Legal%20Cannabis%20Market%20valued,increasing%20social%20adoption%20of%20marijuana.
[4]Forbes. "Where Is Cannabis Legal? A Guide to All 50 States." Retrieved from https://www.forbes.com/sites/wouldyakowicz/2023/05/30/where-is-cannabis-legal-a-guide-to-all-50-states/?sh=2992fdf64bcd.
[5]Marijuana Business Daily. "Projected US cannabis market size" Retrieved from https://mjbizdaily.com/us-cannabis-sales-estimates/.

the total projected sales ($56.9 billion), with recreational cannabis expanding its market share to around 75.2% ($42.8 billion). These figures underline the increasing popularity and acceptability of recreational cannabis in the U.S. market.

Several states, such as Louisiana and Minnesota, which previously experienced limited program participation, are now implementing fresh regulations to enhance accessibility. Nonetheless, numerous states, such as Georgia and Iowa, continue to wrestle with restrictive program access.

The recreational cannabis sector in the U.S. paints an optimistic future, especially with large-market states, such as New York, finalizing details to introduce approved programs. With the industry's evolution, a noticeable transition from medical to recreational use has occurred. South Dakota notably became the first state in 2020 where voters simultaneously approved both medical and adult-use markets. Most states have enacted a hemp-production plan approved by the United States Department of Agriculture (USDA), which authorized the production of hemp for consumer products, and ten additional states have enacted legislation permitting the use of products that contain CBD with small traces of THC[6]. This progressive shift leaves only two states, Idaho and Nebraska, as the sole holdouts to legalize any form of state-regulated cannabis use.

Minnesota Market Opportunity

The U.S. cannabis industry is inherently political and risky. The federal government maintains a hard stance on cannabis, which remains listed on Schedule 1 under the Controlled Substance Act, yet allows states to create and regulate an industry upon which federal taxes are imposed and collected. This situation is further complicated because each state interprets the industry supply chain differently, has different political structures that can cause complications, and has enacted cannabis regulations indigenous only to that state. States often seek the most qualified operators and would make available a public application for multiple parties to compete for a limited number of licenses in the various vertical channels in the production supply chain (cultivation, manufacturing, transportation, retailer, delivery). The limited licensing model creates high barriers to entry, increased risk, and high upfront investment but large rewards for licensee winners. This complex system creates opportunities for those who understand the market dynamics and can provide value to new market entrants or companies looking to expand markets. Wayzata believes it has a firm understanding of the local market dynamics and is highly qualified to operate a retail cannabis business license.

Exploring the breadth of Minnesota's cannabis market reveals a landscape ripe with opportunity. According to data projections for 2025, the adult population in Minnesota aged 21 and over is estimated at 4,263,452. When accounting for additional tourism, which could add another 50% to the local population base, the total addressable market could reach approximately 6,343,059 adults. If 14% of this group are potential adult-use cannabis purchasers, the serviceable addressable market could include about 888,028 adults. With current legal market adoption rates at 50%, the serviceable obtainable market is approximately 444,014 adults. Utilizing

[6]Forbes. "Where Is Cannabis Legal? A Guide to All 50 States." Retrieved from https://www.forbes.com/sites/wouldyakowicz/2023/05/30/where-is-cannabis-legal-a-guide-to-all-50-states/?sh=2992fdf64bcd.

market value estimates provided by Vicente LLP for 2025, which include both adult-use and medical projections[7], the combined market potential could be roughly $551,000,000.

This analysis highlights our robust understanding of this evolving industry and empowers us to create a strategic roadmap poised for significant growth and success in Minnesota. With a comprehensive understanding of the statewide market dynamics and a readiness to meet consumer demand, businesses are well-positioned to capitalize on Minnesota's extensive and diverse cannabis market. This statewide perspective facilitates strategic planning and optimization of market opportunities, enhancing the potential for widespread impact and success in the evolving cannabis industry.

Allowable License Types

SUPPORTING ANALYSIS, ADULT-USE*		
	Microbusiness	
		Up to 5,000 square feet (sq ft) of plant canopy for indoor
		Up to one-half (1/2) acre of mature, flowering plants for outdoor
		May operate up to one retail location
		May permit on-site consumption of edible cannabis products
	Mezzobusiness	
		Up to 15,000 sq ft of plant canopy for indoor
		Up to one acre of mature, flowering plants for outdoor
		May operate up to three retail locations
	Cultivator (Craft and Bulk)	
		Both indoor and outdoor cultivation are allowed.
		Craft limited to 10,000 sq ft of canopy
		Bulk limited to 30,000 sq ft of canopy
		Bulk cultivator unavailable before July 1, 2026, unless needed to meet demand
		Cannabis must be certified organic by the agriculture commissioner
	Manufacturer	
		Extraction method must be approved by the board.
		Must have a certification from an independent industrial hygienist or professional engineer
		May only add chemicals or compounds approved by the board to concentrates
		All ingredients in cannabis products must be disclosed

[7] https://www.jdsupra.com/legalnews/minnesota-cannabis-market-projections-9909034/

Retailer		
	May operate up to five retail locations	
	May also hold a delivery license, medical retailer license, and a cannabis event organizer license	
Wholesaler		
	May purchase and sell cannabis between businesses	
	May also hold a transporter, a delivery service, and a cannabis event organizer license	
Transporter		
	Transport all product types between all licensees	
Testing Facility		
	Tests all cannabis products for quality compliance	
Event Organizer		
	May organize a temporary cannabis event lasting no more than four days	
	A cannabis event may designate an area for consumption	
Delivery Service		
	May purchase from retailers to deliver to consumers	

Statewide Market Value Analysis

STATEWIDE MARKET VALUE ANALYSIS			
Estimated Purchaser Base and Annual Consumption			
Minnesota 21+ Population (2023)		4,228,706	Adults
(plus) Additional Tourism (50% of Population Base)		2,114,353	Adults
	Total Addressable Market	**6,343,059**	**Adults**
(multiplied by) % Adult-Use Purchasers		14.0%	
	Serviceable Addressable Market	**888,028**	**Adults**
(multiplied by) % Legal Market Adoption		50%	of market, Currently 27%
	Serviceable Obtainable Market	**444,014**	**Adults**
	Estimated 2025 Market Value - Vicente LLP	**$418,000,000**	**Market Value**
	Estimated 2025 Market Value - AU + Medical	**$551,000,000**	**Market Value**

Wayzata Market Opportunity

Please Note: The following Wayzata Market Opportunity Summary is written for the intended recipient, Minnesota's Office of Cannabis Management (OCM). Several written sections of this Plan have been included so they may be utilized by the City of Wayzata if the City decides to apply for a Municipal Cannabis Retailer License. The information contained within this Subsection was relied upon in the financial forecasts described throughout this Plan.

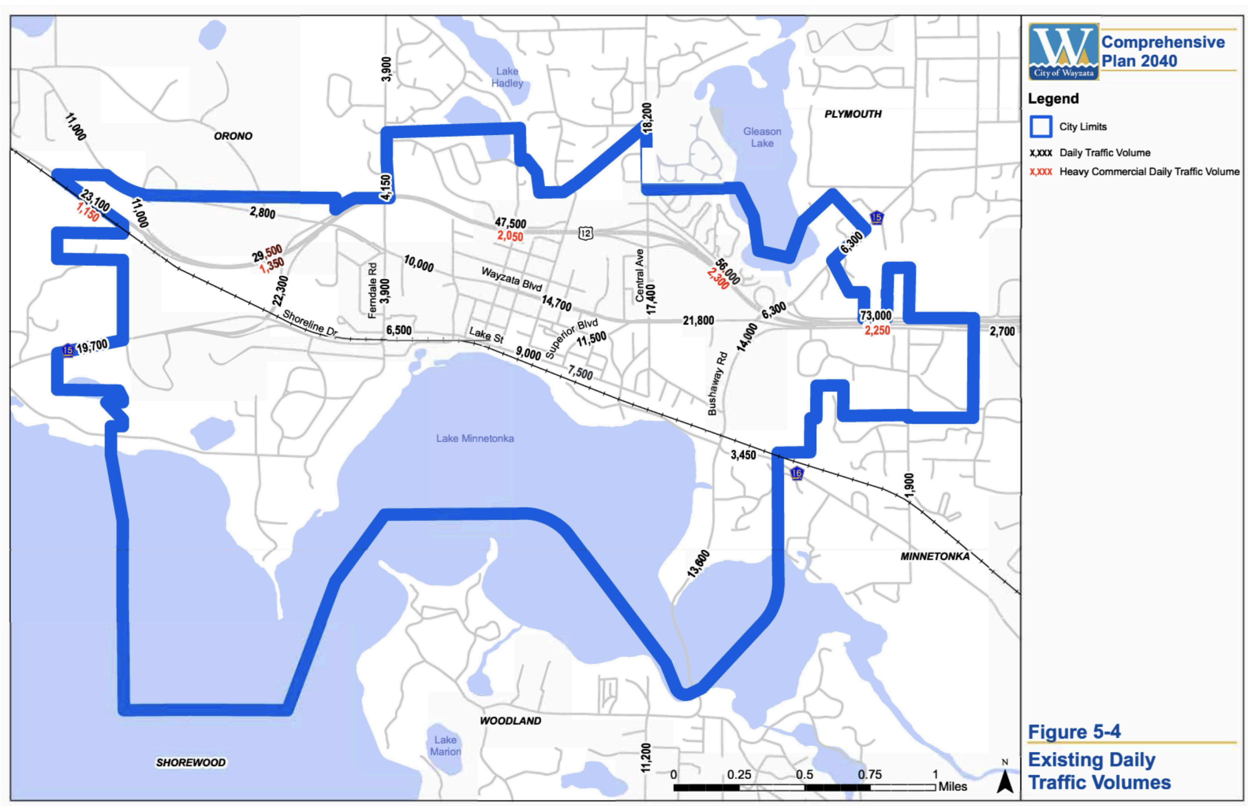
According to the U.S. Census Bureau QuickFacts[8] Wayzata, the local population is estimated to be 4,434 people. Many factors contribute to the size of a region's cannabis market. As referenced in the *Base Market Figures* table below, our median age of 56.5 is higher than the state of Minnesota's average age of 39, and Wayzata's median household income of $118,456 is higher than the Minnesota median of $84,313. This data indicates an older and slightly higher-paid local demographic, which may demonstrate a more extravagant propensity when purchasing recreational goods.

BASE MARKET FIGURES		
Statewide Figures		
Minnesota Population (2022)	5,714,300	People
Minnesota 21+ Population %	73.7%	of Population
Minnesota 21+ Population (2023)	4,211,439	Adults
Minnesota Median Age	39.0	Years Old
Minnesota Median Household Income	$84,313	Income
Minnesota Unemployment Rate (Dec 2023)	2.9%	Unemployed
Minnesota Population Annual Growth Rate	0.41%	Growth
Total Visitors to Minnesota (2022)	76,600,000	Visitors
Local Figures		
Wayzata Population (2022)	4,434	People
Wayzata 21+ Population %	85.2%	of Population
Wayzata 21+ Population (2022)	3,778	Adults
Wayzata Population (3-miles)	35,679	People
Wayzata Population (5-miles)	117,891	People
Wayzata Median Age	56.5	Years Old
Wayzata Median Household Income	$118,456	Income
Hennepin County Unemployment Rate (Feb 2024)	3%	Unemployed

[8] United States Census Bureau, "Wayzata city, Minnesota"
https://data.census.gov/profile/Wayzata_city,_Minnesota?g=160XX00US2768818

Wayzata Traffic Patterns

Wayzata is located on the northern coast of Lake Minnetonka, not only acting as the "Gateway" to the lake via car but also attracting significant boating traffic, as referenced in the *Daily Traffic Volumes* overview below. Lake Minnetonka is the 10th largest lake in the state, with over 100 miles of shoreline, and many of those who live on the lake use a wide range of watercraft like boats, jet skis, and kayaks. The lake hosts thousands of boats in the water each spring and summer, providing neighboring visitors and tourists access to the town of Wayzata by other means outside of normal street and highway traffic. Additionally, Wayzata's main streets, Lake Street and Wayzata Boulevard, which connect the downtown areas, see up to 30,000 vehicles drive through per year. US Highway 12 also runs right through Wayzata, attracting those traveling to and from the Twin Cities and connecting the east side of the state to the west.



Population Growth

POPULATION GROWTH			
Statewide Population Growth		**Total**	**21+**
	Minnesota Population 2023	5,737,729	4,228,706
	Minnesota Population 2024	5,761,253	4,246,044
	Minnesota Population 2025	5,784,874	4,263,452
	Minnesota Population 2026	5,808,592	4,280,933

Minnesota Population 2027	5,832,408	4,298,484
Minnesota Population 2028	5,856,321	4,316,108
Wayzata 3-mile Population Growth	**Total**	**21+**
Wayzata Population (3-mile) 2024	35,825	30,523
Wayzata Population (3-mile) 2025	35,972	30,648
Wayzata Population (3-mile) 2026	36,120	30,774
Wayzata Population (3-mile) 2027	36,268	30,900
Wayzata Population (3-mile) 2028	36,416	31,027
Wayzata Population (3-mile) 2029	36,566	31,154
Wayzata 5-mile Population Growth	**Total**	**21+**
Wayzata Population (5-mile) 2024	118,374	100,855
Wayzata Population (5-mile) 2025	118,860	101,268
Wayzata Population (5-mile) 2026	119,347	101,684
Wayzata Population (5-mile) 2027	119,836	102,101
Wayzata Population (5-mile) 2028	120,328	102,519
Wayzata Population (5-mile) 2029	120,821	102,939

V. OPERATING PLAN

A. Site Specifications & Parameters

The City would take all necessary preparations to ensure that construction and site improvements can commence immediately upon the award of a retailer license by the OCM.

The property would be:

- Strategically selected to ensure proximity to Wayzata's downtown area, attracting customer foot traffic, and ease of access from major freeways and heavily trafficked boat docks to encourage tourist and transient day traffic to the retailer when driving or boating through the Lake Minnetonka area;
- A secure, licensed establishment where individuals over the age of 21 or those with qualifying medical conditions can legally purchase cannabis and cannabis products for therapeutic use;
- Designed with safety and security in mind and equipped with both physical and electronic safeguards to limit employees, customers, authorized visitors, and OCM Officials' access to the property;

- Accessible and convenient, featuring a parking lot with ample parking spaces dedicated specifically to the retailer;
- Composed of all necessary operational areas, designed in accordance with Americans with Disabilities Act of 1990 (ADA) regulations, including accessible entrances and restrooms, administrative offices, and the ability to secure cannabis inventory within a centralized Vault;
- Compliant, meeting all zoning requirements as described in the Wayzata Municipal Code;
- Modern, capable of setting and maintaining the highest professional standards while operating in full compliance with local and state regulations; and
- Odor-free, featuring the best odor reduction technology available to avoid becoming a nuisance to the community.

Store Layout

The facility's design would demonstrate our commitment to customer privacy and satisfaction throughout the purchasing experience. In partnership with Point7, City of Wayzata Leadership examined dozens of site designs to understand the various design elements, security features, and accessibility considerations necessary to operate a leading dispensary, which may include, but is not limited to, the following:

- A well-conceived layout for the various retailer store dispensing activities, emphasizing customer privacy and convenience;
- A customer entry vestibule with an isolated partition for controlled access and reduced foot traffic monitored by a Security Agent to ensure a discreet, safe purchasing experience;
- Strategically spaced point of sale (POS) stations, facilitating the private communication between customers and Retail Agents, and enabling comfortable, confidential conversations about customer needs, desired results, product types, brands, and any other questions they may have;
- Clear and well-lit signage identifying the facility, customer entrance, and customer parking;
- Separate monitored entrance for customers and/or legal guardians;
- Dedicated parking for customers, including handicapped parking stalls and express curbside pickup;
- Spacious and well-lit walkways and handicap ramp leading to the inconspicuous customer entrance;
- Separate, access-controlled parking lot entrance for employees and Delivery Vehicles;
- Separate, access-controlled building entrance for employees, Delivery Vehicles, government officials, and authorized vendors;
- Welcoming color scheme consisting of [describe color Scheme] that would complement the natural tones of the furnishings, fixtures, and decorative items curated from the local community;
- ADA-Compliance for all entries, exits, bathrooms, walkways, and aisles within the retailer and include automatic door push plates;
- Lowered counters and mobile tablets featured in the design concept to demonstrate our commitment to providing accessibility;
- Consultation room to assist customers with their product selection before patients make their final purchase at a point-of-sale terminal;
- Displays of different types of cannabis products offered, prices, and information sheets for the entire product catalog; and

- Self-guided learning tools within the retailer to educate customers.

Accessibility

The retailer facility and dispensary areas would be designated as Restricted-Access Areas and Limited-Access Areas. A Restricted-Access Area is any area in which customers, legal guardians, or unauthorized persons are prohibited access. These areas would only be accessible by retailer employees and would exist behind a physical barrier with a mechanical locking device that is compliant with OCM regulations. Any door separating a Restricted-Access Area from a Limited-Access Area would be made of metal, hung on a metal frame with hinges that are protected from ingress, and closed at all times. Limited-Access Areas are secure, customer-facing areas that are accessible with permission from a retailer employee and equipped with electronic locking measures. Limited-Access Areas may maintain cannabis or cannabis products but are inaccessible by customers or authorized visitors. All areas of the retailer would be under constant video surveillance, with emphasis on video surveillance in areas containing cannabis and cannabis products.

B. Descriptions of Products and Services

The dispensary would offer cannabis products that reflect the community and its values. The General Manager would work with distributors that carry a diverse range of product categories and price points to meet the various demands of our local community and the greater Hennepin County area. The General Manager would select products featuring compliant packaging and labeling, appealing brand designs, and an appropriate fit with our consumer market. The dispensary would offer a variety of cannabis products featuring different methods for consumption with the goal of meeting each customer's personal preference, wellness, and financial means.

Point7 has recommended that the store carry the following product cannabis products once fully operational in Wayzata:

- Pre-packaged and pre-rolled flower
- Vaporizer cartridges
- Edibles
- Tinctures
- Topicals

Customers in Wayzata, Minnesota, and the surrounding region may turn to cannabis for a variety of personal reasons, and the dispensary would carry cannabis products specifically tailored to these diverse needs.

Vendor Relationships & Volume Purchases

The General Manager would commit to do business with small, diverse, and local companies who share our core values. By creating vendor relationships through a local-first policy emphasizing diverse ownership, the General Manager would commit to the belief that building and maintaining mutually respectful relationships would contribute to the successful growth of our company and the greater Wayzata community.

Non-Cannabis Supplies & Equipment Purchases

The General Manager would work with identified vendor partners who would offer bulk discounts for products, equipment, packaging, and other necessary business materials and supplies. Bulk purchasing would keep product unit prices lower and provide us with the flexibility to offer customers better product affordability. In order to fortify strong connections with the local community, the General Manager & Head of Compliance, in tandem with our team, would actively engage with local business owners. Such collaborative efforts are expected to strengthen community bonds and promote mutual growth and community safety.

Strategic Wholesale Partnerships: The General Manager would develop a Wholesale Vendor Program to vet wholesale partners who achieve efficiencies in supply chain management and offer various competitively priced products. This due diligence would also help to achieve our goal of offering equal opportunity to potential diverse suppliers. The internal evaluation process would ensure all products are safe for consumption and adhere to our high standards for compliance, quality, sustainability, and ethically made products. Furthermore, this high-level vetting process in product sourcing would promote education and transparency throughout the supply chain, ultimately benefiting the customer. When possible, the General Manager would prioritize diverse suppliers, such as minority-, veteran-, or women-owned businesses, so long as they meet our standards of compliance, quality products, ethics, transparency, reliability, and effective communication. Additional consideration would be taken for suppliers focused on social equity and environmental impact.

The General Manager would identify vendors and products for the retailer's initial inventory before commencing operations. Sales performance would be reviewed quarterly, evaluating each product offered in the dispensary. The Leadership Team understands the value of reliable, long-lasting supplier relationships and would maintain ongoing communication with vendors to stay current on wholesale inventory, new product offerings, sales, and discounts. Vendors would be encouraged to conduct product training with our retailer staff to support knowledgeable and effective customer interactions.

C. Sales Strategy Summary

The following sales strategy would be enacted once the dispensary is operational.

The dispensary's customer experience would reflect the excitement and nautical air of Wayzata and the north shore of Lake Minnetonka. Wayzata is known as the "Gateway to Lake Minnetonka," and the dispensary's design would embrace and celebrate the unique aesthetic and charm of this lakeside town. Inspired by the beauty of Lake Minnetonka, the quaint downtown streets, and the rich heritage of Wayzata, the dispensary would reflect the essence of quiet luxury and inviting warmth that defines this beloved sailing destination. From the meticulously selected products to the thoughtfully designed retailer space, the dispensary would welcome visitors and residents alike while embodying understated elegance in the dispensary's brand and facility.

Upon entering the facility's Sales Area, Retail Agents would be equipped with handheld tablets that have access to educational and product information and are connected to our POS system. Using the tablet, Retail Agents would guide customers in one-on-one consultations throughout the Sales Area, adding selected products in real time to the POS System's virtual shopping cart. Once product selection is finalized, customers would pay for their orders at the POS counter, and completed orders would be available for pickup at the Order Pick-Up Window.

Pricing Strategy

The following pricing strategy considers market supply and demand factors as well as the provision of competitive market prices to capture a larger market share while meeting the demands of an increased customer base. Once initial pricing has been established, the General

Manager would continually monitor and adjust pricing based on market fluctuations every 30 days. The General Manager would consistently track sales data and study retail performance to optimize pricing. These metrics would include, but are not limited to, daily sales, volume of transactions, length of transactions, and average transaction amounts.

The General Manager would continuously study cannabis trends by accessing information from strategic partners and analytics companies, as well as conducting a competitive analysis of other retailers.

Although product pricing is not available for Minnesota businesses at this time, Point7 created the following product pricing assumptions based on pricing research conducted in similar newly upcoming cannabis markets:

PRODUCT PRICING ASSUMPTIONS		
Product Category	**% of Average Sale**	**Average Price Per Unit**
Flower (3.5g)	17.0%	$41.85
Flower (7g)	8.0%	$110.00
Pre-Roll 5-pack (3.5g)	14.0%	$45.00
Bulk Flower Trim (7g)	12.0%	$50.00
Vaporizer Cartridges (500mg)	15.0%	$75.00
Extracts (500mg)	14.0%	$50.00
Edibles (100mg)	9.0%	$30.00
Beverages (100mg)	3.0%	$25.00
Other Cannabis Products (100mg)	7.0%	$35.00
Non-Cannabis Goods	1.0%	$20.00

VI. MARKETING STRATEGY SUMMARY

Marketing Plan

An effective Marketing Plan requires a deep understanding of the business model, competition, industry, and regulatory requirements, as well as a clear understanding of the Company's values, goals, unique selling proposition, and a consistent alignment between messaging and the target market. This Marketing Plan describes the go-to-market activities for the dispensary as well as summarizes marketing and sales strategies.

Marketing efforts would be led by the General Manager & Head of Compliance, in partnership with the City's Communications Coordinator. Together, they would implement each of the marketing strategies:

Marketing & Advertising Compliance
The General Manager & Head of Compliance, and the Communications Coordinator would ensure all marketing materials, campaigns, and advertisements comply with OCM regulations regarding the marketing, advertising, and promotion of the cannabis business and its products. The dispensary business would not engage in any form of advertising that:

- Contains any statement or illustration that is false or misleading;
- Promotes overconsumption of cannabis or cannabis products;
- Depicts the actual consumption of cannabis or cannabis products;
- Depicts a person under 21 years of age consuming cannabis;
- Makes any health, medicinal, or therapeutic claims about cannabis or cannabis-infused products;
- Includes the image of a cannabis leaf or bud; or
- Includes any image designed or likely to appeal to minors, including cartoons, toys, animals, or children, or any other likeness to images, characters, or phrases that is designed in any manner to be appealing to or encourage consumption of persons under 21 years of age.

The dispensary business would not give away cannabis or cannabis products by conducting games or competitions related to the consumption of cannabis or cannabis products or by providing promotional materials or activities of a manner or type that would be appealing to children. The dispensary business would also require all product vendors to comply with OCM regulations regarding the packaging and labeling of cannabis products.

Delivery Methods
A $40,000 budget has been established for initial marketing expenses and an additional $30,000 per month has been established for ongoing marketing expenses.

Initial marketing expenses encompass activities such as website development and original brand development while the monthly marketing budget would be used to cover ongoing marketing activities, such as digital strategy, printing, and social media marketing. The General Manager & Head of Compliance would track key performance indicators (KPIs) to determine the success of marketing campaigns and would continually develop and test new marketing methods.

The following integrative marketing campaign elements would be enacted to maximize customer awareness and loyalty:

Website	The website would incorporate a robust Search Engine Optimization (SEO) strategy with SEO-optimized content to increase the website's organic traffic by making it more discoverable by potential consumers conducting online searches for cannabis information, pricing, or services. The website would feature an age-verification tool for visitors before entering the site to prevent minors from accessing it, as well as a filter for European or international website visitors' consent for online data collection. The site would have the latest user interface and user experience elements that streamline the customer's journey. The website would feature a simple yet elegant user interface for all customer types, including those who may not be technology savvy. It would feature an informative yet easy-to-navigate live menu, accompanied by product information and supporting media content that encourages customers to connect with us in person or on social media.

Search Engine Optimization	Our SEO strategy would be designed to proactively develop content focused on providing answers to the myriad of questions potential customers may have about the rapidly evolving cannabis industry. The Communications Coordinator would utilize relevant keywords, phrases, and questions to drive organic traffic to the site, including information about legal adult-use purchasing restrictions, public consumption restrictions, education on products and effects, and similar information about dosing recommendations and dealing with an adverse event. Featuring this SEO-optimized content would lead customers to our website and eventually to our retailer. The goal is to be an educational source for customers to help them safely navigate the cannabis industry.
Geofence Advertising	This method of advertising makes use of the Global Positioning System (GPS) to make a hyper-localized digital boundary around an area to send a digital advertisement to any social media or search platform that enters or leaves the marked area, targeted exclusively toward adults over the age of 21 years. As a marketing tool, these boundaries can send a paid advertisement for promotional offers or discounts, which more often than not result in the potential customer visiting the business that sent the signal. Geofencing is possible on Facebook, Instagram, Twitter, and Snapchat, with options to customize specific settings to target a specific audience, such as people who "like" other cannabis brands or groups. It is also possible to set up a temporary georeference around a live event happening in the local area.
Internet Listings	The Communications Coordinator would utilize digital online platforms like Weedmaps and Leafly, which are trusted platforms viewed by 20 million users monthly where interested parties can research products, find retailer locations, and view real-time pricing. Weedmaps is currently listing Minnesota dispensaries for customers, leading to increased adoption by adult-use consumers who look to the consumers for best practices.
Social Media	The Communications Coordinator would establish a social media presence on Instagram, Facebook, Twitter, and LinkedIn to engage with potential customers. Educational and informative content would include location, hours of operation, and current events. These tools would help magnify online presence and generate customer trust by actively connecting customers with relevant content via vendor and customer spotlights that would share the stories of people in the Minnesota cannabis industry.
In-Store Events	In partnership with licensed and vetted cannabis cultivators, cannabis processors, wholesalers, transporters, and cannabis micro/mezzo businesses, the Communications Coordinator would develop an in-store pop-up program where customers can interact with vendor companies. The Communications Coordinator would host these "Meet n' Greet" events every month so customers can explore new brands and receive detailed information about various products and their intended benefits. Each event would be promoted through co-branded digital campaigns to alert customers about the event, garner more participation from interested customers, and increase customer engagement.

Retailer Hosted Events & Email Newsletter	The Communications Coordinator would develop a schedule of retailer-hosted events, such as regulatory Q&A seminars, educational workshops surrounding the products best aligned to customer needs, and how to talk about cannabis consumption to friends and family. Through these direct interaction programs, the Communications Coordinator would develop an opt-in email distribution list for customers interested in receiving communications about retailer promotions, product education information, and industry-related news.
Industry Events & Participation	Tradeshow and event presence is another important tool for us to develop a leadership reputation in the local cannabis industry. Each event would include clear pre-conference communication plans to promote a well-branded exhibitor presence and foster strategic relationships with potential cannabis cultivators, cannabis processors, wholesalers, transporters, and cannabis micro/mezzo businesses.
Loyalty Programs	The Communications Coordinator would establish a loyalty program where customers can opt-in to earn points for every purchase and receive discounts after reaching specific purchasing tiers. The loyalty program would be a number-coded, anonymized identification system to allow customers to earn points for every dollar spent, unlocking benefits such as discounts and access to special promotions. Further points would be awarded to customers who round up their purchase to the nearest dollar or donate to local community organizations to be selected upon licensure. Members of the loyalty program would also receive seasonal and monthly discounts and be notified about special product release offers from strategic partners. Our loyalty program would be anonymous, and members would be assigned a coded identification number to prevent collecting personal customer information without prior consent, pursuant to industry best practices and state regulations. Limiting access to member events, rare products, and special merchandise releases would drive membership to our loyalty program, further leading to increased repeat customer visits and sales. This level of customer attention would promote the growth and retention of a loyal and frequent customer base.

Retail Services & Customer Engagement
Vendors would sponsor pop-up events in the dispensary so cannabis brand representatives may engage with customers, discuss products, and disseminate marketing and educational materials. Customers would be provided with educational resources containing specific information about each product available at the dispensary, including the product's intended benefits and potential risks.

In addition to educational resources, the dispensary may elect to host educational events and product workshops elsewhere in the community, allowing customers, or those interested in potentially making a purchase in the future, the opportunity to ask questions while receiving more in-depth product knowledge and resources. The retail sales strategy outlined in this section positions the dispensary business for sustainable growth, developing a large and active customer base in a highly competitive market.

Customer Care Program
To serve specific customer groups who face financial hardships in Wayzata, a Customer Care Program would be enacted. The Customer Care Program would ensure qualifying seniors, economically disadvantaged, terminally ill, and military veterans would be provided with discounted products. Established policies would determine how customers qualify for the program's discounted cannabis and cannabis products and offer discounts to active military members if they are experiencing financial hardship or are otherwise qualified. Recognizing insurance providers typically do not provide coverage for cannabis treatments, customers with serious conditions may face financial strain. This Program would help mitigate cost challenges by offering qualifying customers discounts to ensure they have access to top-tier cannabis remedies.

Affordable cannabis product options would be made available as well as customer education regarding dosage to aid customer recognition of how price per dose is affected by product concentration. For instance, a highly concentrated product may seem to be more expensive than a diluted product when, in fact, it may be the most affordable option after evaluating the cost per dose.

VII. COMMUNITY ENGAGEMENT

Point7 developed the following Community Engagement Plan Summary for use by the City of Wayzata <u>if</u> the City decides to apply for a cannabis business license. This is typically a required section and serves as an opportunity for Applicants to discuss the specific actions they will take to enact a community engagement plan. For a municipal Applicant, such as the City of Wayzata, this section truly describes how the City will engage with community stakeholders and address common concerns associated with dispensary operations. This Section is written from the perspective of the City ("Our" and "We") and may be amended by the City as appropriate or required.

Overview of Community Engagement Strategy

Our Leadership Team is passionate about becoming a vital member of the greater cannabis business community in Minnesota and has crafted a deliberate, thoughtful community engagement strategy that demonstrates our commitment to providing effective and productive community benefits. Our Community Engagement Plan describes the current and future benefits the proposed retailer operation would provide to our local community of Wayzata, including volunteer programs and financial support of service activities and organizations. In seeking to create an overall positive economic impact, we are always open to further input on community benefits initiatives beyond this Plan and would implement a community feedback system to continually seek input from our community members and residents. Our mission is to make meaningful contributions that extend beyond business operations to positively impact Wayzata, Hennepin County, and the surrounding communities.

Community Outreach & Involvement
The General Manager, under the guidance of the Deputy City Manager, would reevaluate the Customer Care Program and Community Engagement Plan each quarter, creating a Progress Report indicating the goals achieved, progress made, and areas requiring improvement. The General Manager and Deputy City Manager would measure all community- and customer-centric initiatives and campaigns to effectively evaluate our CSR programs in Wayzata

and Hennepin County. The General Manager and Deputy City Manager would also draft an annual Community Impact Report to reference when considering current and new community involvement, which would be made available to the OCM upon request.

To effectively support the tight-knit community of Wayzata, our local team understands the importance of maintaining compatibility with other commercial businesses and residences in the immediate neighborhood. Our Leadership Team would work proactively to communicate with residents and businesses continuously during any construction phases. We would ensure our retail business is prepared to operate in a continuously compliant manner, treating security and local concerns as our top priorities.

The announcement of a new cannabis business within a community can often cause concern among local residents and businesses due to the nascent status of cannabis programs throughout the country and a general lack of education about the benefits of legal cannabis. As a local team, we aim to contribute further to our community, maintaining an open dialog with our community's residents and businesses to respond to concerns and suggestions seriously and to enact meaningful updates and improvements to our policies and procedures. By constantly finding unique ways to partner with neighbors and county policymakers alike, we would strive to contribute to the improvement of Wayzata and the broader Hennepin County community.

Our Leadership Team has spent considerable time in community and State meetings, listening to citizens and policymakers, members of law enforcement, and State-elected officials to proactively understand existing concerns and fears that exist relative to cannabis business operations. These conversations would inform our Complaint Mitigation and Response Plan, as well as the development of many internal policies and procedures. To be the best possible community stewards, we have created a Community Engagement Approach strategy, summarized below, and would enact a Community Engagement Plan, summarized in the *Community Engagement Plan* section below. By taking a proactive approach, actively listening, and encouraging community stakeholders to discuss existing or perceived concerns openly, we would be able to develop internal operating procedures and policies through a preventative lens aimed to drastically reduce any reasons for a citizen, customer, or business to report complaints about the retailer.

Approach to Community Engagement

We've developed a three-pronged community engagement approach, which would be followed each time a new initiative or program is under consideration to ensure the Plan truly suits the community and is meaningful, targeted, and aligned with community goals.

1. ***Understand & Reassess Community Needs:*** The Communications Coordinator, in collaboration with the Deputy City Manager would be responsible for all community engagement. They would play an important role in our retailer operations to ensure local considerations remain a significant priority in our business planning and would be tasked with understanding evolving community needs and evaluating how we can best provide appropriate support. To that end, we would host community meetings and actively seek opportunities to learn more about the community's opinions of the retailer and its strategic direction. We would use this forum to engage with local business members in identifying how we can contribute to collaborative efforts within our community. We would create an online form on our website to facilitate the submission of feedback from community members relative to our community initiatives, and we would regularly evaluate our community engagement activities.

2. ***Develop & Implement Program:*** The Communications Coordinator, in collaboration with the General Manager and Deputy City Manager, would identify local nonprofit organizations and community groups whose work aligns with our values and would engage with these groups to identify how we can best support their efforts.

3. ***Community Feedback and Response:*** We would provide local law enforcement and all neighboring businesses with our point of contact information, including phone number and email address. We would ensure the community is able to reach our primary points of contact in all matters related to community engagement, including preventative and proactive complaint response. We would be immediately notified if there are concerns of any kind voiced by the community and would proactively engage with community leaders and retailer neighbors to develop a rapport and open lines of communication. The Leadership Team would manage our direct email account where customers or local community members can directly contact our organization. This email address would be prominently displayed on our website, on all printed materials, on all neighborhood-related communications, and on the exterior of the retailer's main doors. The Leadership Team would check this email account daily, and each member of our team would be trained on complaint receipt and response, including recording the individual's full name, contact information, and all specific information related to the comment or complaint. We would also encourage feedback from the local community by providing a submission form on our website.

Community Engagement Plan

As part of its mission, our retail business would be dedicated to fostering socio-economic growth in Wayzata and making positive contributions to the local community. This commitment manifests in various forms, including sustainability efforts, volunteering, direct and indirect job creation, career enhancement opportunities, and inclusive workforce initiatives. Preference would always be given to local suppliers and service providers, creating a ripple effect that boosts local economic activity. Alongside economic contributions, we have begun exploring opportunities and initiatives encompassing multiple areas including:

- *Sustainability:* Efforts aimed at reducing the environmental footprint and encouraging responsible business practices.
- *Employee Engagement:* An Employee Paid Volunteering Program that encourages staff to engage with the community.
- *Local Supply Chain Involvement:* Prioritizing local suppliers and service providers to stimulate the local economy.
- *Job Creation:* Through targeted recruitment initiatives, we would create more job opportunities for local residents and provide opportunities for employees to bolster the local economy.

Sustainability

We would develop and employ environmentally friendly practices in the retailer operation to ensure sustainability within the retail environment. These practices, including energy-saving equipment and eco-conscious strategies, would not only benefit the environment but also enable us to reduce operational costs. Over time, these sustainable practices would contribute to our ability to offer consistent and affordable cannabis products to the consumer population in Wayzata. By focusing on sustainability in the retail setting, we demonstrate a commitment to environmental responsibility, aligning with broader community values and setting a standard for the industry.

We are deeply committed to sustainability and environmental stewardship, both during the buildout phase and throughout long-term operations. Recognizing the environmental challenges in the cannabis retail sector, we aim to minimize our ecological footprint by reducing resource consumption and investing in eco-friendly technologies. This sustainable approach not only aligns with our environmental values but allows for operational cost savings, enabling us to offer high-quality cannabis products at consumer-friendly prices. By integrating sustainability into every aspect of the business model, we strive to set a new standard for responsible and conscious practices within the industry.

We would employ efficient operational methods and advanced retailer modeling to leverage state-of-the-art automation technologies. In doing so, we would operate more effectively and efficiently, translating to customer cost savings. Energy-efficient technologies proven successful in other business sectors would be adapted to serve the needs of the cannabis retail industry, including:

- Automated inventory tracking systems to reduce wastage and ensure optimal stock levels;
- Energy-efficient LED lighting in the retailer to reduce electrical costs;
- Energy-saving HVAC systems designed for optimal climate control while reducing energy consumption; and
- Advanced point-of-sale systems that streamline sales processes and reduce labor costs.

We would consistently allocate resources toward strategies to ensure long-term sustainability in this rapidly evolving sector. By focusing on efficiency in retailer operations, we would better control operational and labor costs, ultimately translating into affordable products for our customers.

Supply Chain Management and Local-Centric Supplier Program

We have developed the *Hennepin County First Supplier Program*, which requires our team and employees to prioritize working with local third-party suppliers who align ethically with our values for day-to-day supplies and services. The core tenet of the program is to source from diverse businesses in Wayzata and neighboring communities in the Hennepin County area, whenever possible, from non-cannabis retailer supplies to various business services ranging from printing and marketing, equipment installation, and facility-related maintenance. This list would be collaboratively developed by our team, and we would engage with local businesses and contractors who share a commitment to sustainability, social engagement, and support enrichment in the lives of local residents.

By bringing on local partners with strong ties to Hennepin County, we hope to positively impact Wayzata and Hennepin County's economies, improve perceptions of the cannabis industry, and develop a business model that meets the needs of the community. Post licensure, we would:

1. Actively work to become a link between the state's cannabis industry and other local businesses, developing a list of preferred partner companies in Wayzata.
2. We would prioritize businesses designated as small, diverse businesses with classification as a (1) Women business enterprise (WBE); (2) Minority business enterprise (MBE); (3) Disabled business enterprise; (4) LGBTQ business enterprise; or (5) Veteran business enterprise.
3. We would prioritize companies that share a similar vision and corporate values, specifically companies with hiring practices that emphasize diversity, and the hiring of individuals disproportionately impacted by cannabis criminalization.

Our team would engage local businesses to provide the wide range of products and services required for an enterprise of its size and complexity, including packaging materials, office supplies, technology systems, equipment, and business services. We already have existing relationships with Wayzata-based vendors and look forward to solidifying partnerships upon receiving licensure.

Job Creation & Targeted Recruitment Initiatives

As part of its commitment to Wayzata, we would first and foremost focus our recruitment efforts within the community we call home. Our team would apply proven principles of diversity, equity, and inclusion in all hiring practices and would adopt socially conscious business practices to help impoverished community members living in Wayzata and Hennepin County. We would publish retailer role openings in a variety of media to reach a diverse range of candidates and would implement strategic recruitment policies to ensure job listings effectively reach communities disproportionately impacted by cannabis prohibition and poverty. Our team would also seek opportunities to host, sponsor, and/or participate in local and regional diversity job fairs in order to reach a broader range of candidates and attract candidates from disproportionately impacted communities.

Community Communication & Collaboration

The General Manager & Head of Compliance would facilitate meetings to discuss observed challenges, complaints, or opportunities for greater collaboration within the Wayzata community. At the end of each year, the dispensary's Leadership Team would voluntarily produce a Community Assessment Report outlining the most important concerns raised throughout the past year and document our respective responses and actions taken to address these issues. The report would summarize our efforts related to the community engagement implementation process as well as updates pertaining to the financial, philanthropic, and volunteer program efforts in Wayzata and Hennepin County.

By providing the local community with these statistics and communications, the dispensary staff would be able to educate community members on the economic and social impacts of this evolving industry and business. The dispensary staff would take a proactive approach to community engagement to help neighbors understand the nature of our business. The dispensary would also encourage all community members to submit questions so the dispensary can address any fears or concerns raised.

Guided by Point7, the City of Wayzata has begun to explore what community commitments and education may look like to ensure active, two-way communication about the proposed retailer:

1. ***Open Door Policy:*** Upon licensure, the dispensary business would implement an Open Door Policy, encouraging community residents, law enforcement, and employees to feel welcome and comfortable contacting us to discuss ideas or concerns. This policy would lead to collaborative, transparent, and successful long-term partnerships.

2. ***Community Roundtable:*** The dispensary business would organize and host regularly scheduled roundtable discussions comprised of representatives from nonprofit organizations, customers, county commissioners, and local business owners. To discuss community initiatives, such as giving campaigns, in-kind donation drives, and additional volunteer efforts.

3. ***Door-to-Door Canvassing:*** Designated, trained personnel would regularly canvas the facility's neighborhood to meet and greet business owners and residents to introduce ourselves and develop relationships. During these face-to-face engagements, dispensary staff would answer questions, arrange meetings, address concerns, and supply additional information on how the dispensary can better integrate with and support our neighbors.

4. ***Career Fair:*** In order to recruit local candidates for open employment roles and build the best staff possible, our recruitment efforts would begin with participation in a local career fair after receiving a license. At the career fair, our Leadership Team would have an opportunity to meet with local candidates to explore employment opportunities and assess how individual skills and prior job experience may translate to a career in the cannabis industry. The dispensary would provide educational materials to career fair attendees with the information needed to pursue job opportunities relevant to their skill set.

5. ***Official & Law Enforcement Tours:*** The dispensary would foster positive, strong relationships with city and state officials, including members of law enforcement, is critical to becoming a strong community partner and establishing a positive reputation for ourselves. The dispensary would seek written approval from the OCM to conduct a facility walkthrough with our community's first responders to familiarize themselves with the facility and receive their professional feedback.

6. ***Ribbon-Cutting Event:*** The dispensary would host a ribbon-cutting event when the dispensary opens its doors for operation at the retailer and invites the entire staff, neighboring business owners, members of law enforcement, and local media. The dispensary would photograph the event and share the ceremony on our website and social media channels.

7. ***Fundraisers & Community Events:*** The dispensary would pursue direct engagement with the community through fundraisers for charitable causes and other community benefits intended to create a positive awareness for our cannabis business. The dispensary would proudly offer all employees a volunteer calendar that lists volunteer opportunities that are in alignment with our values. The dispensary would believe helping others has a positive impact on everyone and would identify local events and sponsorship opportunities in Hennepin County.

8. ***Public Information & Community Education Webinar:*** As part of its commitment to transparent communication and community service, the dispensary business would host a Public Information Webinar annually. This webinar would provide essential updates and information to Wayzata residents regarding the retailer, including relevant regulation changes, changes to products, hours of operation, and guidelines for the proper, safe, and legal consumption of cannabis products. Concurrently, the dispensary business would implement an educational initiative tailored to customers, visitors, and vendors, focusing on the potential health benefits of cannabis products, particularly for individuals suffering from debilitating diseases.

VIII. FINANCIAL PROJECTIONS

Point7 developed the following financial assumptions utilizing conservative revenue projections based on best practices for estimating customer counts, average consumption rates, product category breakdown, and growth metrics. Projected expenses are meant to be comprehensive of all foreseen and unforeseen costs, but we have earmarked an additional cash reserve for all cost overruns. The Deputy City Manager would review actual performance against projections weekly in order to maintain strict fiscal controls over our financial expenditures.

Go-to-Market Timeline

Upon potential receipt of licensure, the City would immediately initiate facility buildout and renovations; pass City inspections; hire and train qualified staff; and set an opening launch date.

Revenue Assumptions

The revenue model uses assumptions based on the local market's population, projected product mix, and average consumption rates, referenced in the tables preceding this section. Point7 developed the following four unique Scenarios, each with its own revenue forecast and startup budget:

1. Scenario 1: Delivery Partner, Full Buildout - Pro Forma Analysis
2. Scenario 2: Delivery Partner, Lease/Renovate - Pro Forma Analysis
3. Scenario 3: Internal Delivery, Full Buildout - Pro Forma Analysis
4. Scenario 4: Internal Delivery, Lease/Renovate - Pro Forma Analysis

The scenarios are described further below.

Customer Base Analysis

An estimated 30,532 people residing in the local market over the age of 21 years may be interested in a retail storefront within a 3-mile radius around the proposed location. Point7 assumed an additional 20% of the projected Wayzata 21+ (3-mile) population to account for additional traffic from neighboring municipalities, resulting in a total addressable market of 36,778 adults. Based on average consumption rates and the expected initial competition of illicit market sellers, Point7 estimates a resulting 850 monthly storefront customers would visit the retailer on average each month for the first year of operations. Additionally, Point7 anticipates annual festivals are expected to attract around 50,000 tourists to the area during select months, with an estimated 1,155 of these visitors likely to shop at the storefront during June and September.

ANALYSIS OF LOCAL MARKET SHARE		
STOREFRONT: Estimated Initial Customer Base (Y1)		
Wayzata 21+ Population 3-mile	30,648	Adults
(plus) Additional Traffic (20% of Local Population)	6,130	Adults
Total Addressable Market	36,778	Adults
(multiplied by) % Adult Use Customers	14.0%	
Total Target Market	5,149	Adults
(multiplied by) % Legal Market Adoption	50.0%	
Total Realizable Market Potential	2,574	Adults
(multiplied by) % of Local Market Share (1/3)	33%	
Total Monthly Storefront Customers	850	Adults
(plus) Seasonal Event Tourism (M6, M10)	1,155	Adults (Customers)

DELIVERY: Estimated Initial Customer Base (Y1)			
Wayzata 21+ Population 5-mile		101,268	Adults
(plus) Additional Traffic (20% of Local Population)		20,254	Adults
	Total Addressable Market	121,522	Adults
(multiplied by) % Adult Use Customers		14.0%	
	Total Target Market	17,013	Adults
(multiplied by) % Legal Market Adoption		50.0%	
	Total Realizable Market Potential	8,507	Adults
(multiplied by) % of Local Market Share (1/8)		12.5%	
	Total Monthly Delivery Customers	1,063	Adults

Customer Spend Analysis
The Office of Cannabis Management in Minnesota conducted a demand study and published a subsequent report in January 2024 entitled 'An Examination of Cannabis Consumers and Cannabis Demand in Minnesota.' Point7 relied upon these study findings to forecast what customer consumption and spending may look like, in order to develop the revenue models described herein. In addition to this study, Point7 examined and considered: 1) data reflecting performance in comparably sized and regulated cannabis marketplaces; 2) Minnesota local and State market data; and 3) similarly sized facility performance.

Assuming various levels of consumption rates, also known as customer archetypes, Point7 estimates an average customer spend of $287.00 each month, resulting in a total monthly revenue of $555,174 beginning in Year 2, Month 11. This amount also includes a 15% discount for customers who meet certain qualifications (assumed to be 10% of the customer base). When appropriate, and as the situation arises, we may issue discounts to customers in financial need. At 15% of qualifying sales, gross sales of $563,628 per month would equal $8,454 in discounts.

CUSTOMER ARCHETYPE PROFILES		
Estimated Customer Consumption Distribution		
Conservative	$100 per month	17.0%
Social	$200 per month	19.0%
Active	$300 per month	24.0%
Frequent	$400 per month	40.0%
Average Monthly Customer Spend		**$287.00**

Revenue Growth
Monthly revenue is expected to increase by 15% in Year 3, 3.5% in Year 4, 2% in Year 5 and 2% perpetually onward. These growth rates reflect a market that would grow and mature while local consumer awareness and loyalty deepens, thereby gradually capturing more and more of

the illicit market share. Projected growth is based on local demographic information, historical data in comparable, legal cannabis markets and Minnesota's anticipated cannabis marketplace.

Expense Assumptions

Two distinct budgets capture anticipated costs during the life of the retailer business. To demonstrate adequate funding, Point7 estimated initial startup expenses in each of four Startup Budgets and ongoing operating expenses in the Operational Budget. Together, these budgets detail estimated construction; operation; maintenance; employee compensation; equipment; utility; and other startup and operational costs. Expense assumptions encompass:

- ***License Procurement:*** License procurement fees include: the initial application submission fee for state and local; annual permit/license fees for state and local; professional third-party support from accountant, architect, lawyer, and consulting firms; and any other necessary permitting and licensing costs to bring the proposed facility to market.
- ***Initial Staffing:*** Initial Staffing includes all costs associated with hiring and training employees needed to operationalize the retail location. Estimated total personnel hiring, training, and background checks are expected to reach $65,680 during the startup phase.
- ***Initial Product Procurement:*** Approximately $274,500 would be spent for a 30-day supply of product in preparation for opening day. Product categories include: cannabis flower, concentrates, vaporizer cartridges, edibles, topicals/tinctures, and CBD offerings.
- ***Marketing and Advertising:*** Marketing and advertising includes all projected digital and print advertising methods, including website creation, search engine optimization, social media advertising, brochures, business cards, and other digital and print media. Point7 budgeted $40,000 for marketing and advertising startup expenses, which would contribute to initial educational and youth drug-use prevention outreach efforts.
- ***Startup Cost Contingency:*** The startup cost contingency fund would be used to cover cost overruns from all identified expense categories or any unforeseen expense categories deemed necessary to bring the facility to market. $84,882 has been allocated to the contingency fund, calculated as 8% of the total of all other startup expenses.

Scenario-specific versions of the Startup Budget are included in the four subsections, below, entitled Scenario 1, Scenario 2, Scenario 3 and Scenario 4.

Operational Budget

Point7 projected the annual Operational Budget to reach $160,966 in the first months of operations, including assumptions for selling; general and administrative operations; maintenance; employee compensation; utilities; and other operational costs as outlined in *Table: Operational Budget*. Operational costs include but are not limited to community benefits; insurance; licensing; maintenance; marketing and advertising; memberships and certifications; miscellaneous expenses; office supplies; personnel; professional services; software; phone; internet; rent; utilities; vehicles; waste management; and an ongoing contingency budget. Point7 anticipates operating expenses would increase 6% annually.

Projected growth is based on comparable markets, the Leadership Team’s experience in scaling revenue and expenses within local projects, and managing and shaping optimal cost savings for long-term sustainability. Point7 projected personnel expenses to reach up to $65,680 in the first months with an estimated 12 retail-specific employees, with marginal oversight and fractional services provided by City-level employees, comprising an additional 7 city-employees who are anticipated to devote a portion of their time on tasks ranging from oversight to Human Resources and accounting.

Entry-level employees would earn a minimum of $17.50 per hour (at least 98% higher than the Minnesota minimum wage of $10.59 per hour), increasing with skill level and tenure. Personnel costs are estimated to be roughly 40% of the total proposed Operational Budget. Additionally, the operation would employ a number of third-party roles, consistent with industry-best practices, for scopes ranging from security to a Certified Public Accountant and Information Technology. The monthly total of third-party support is estimated to reach $37,500, comprising a full-time Director of Security and a minimum of three (3) Security Agents for the retail operation. These anticipated fixed operating expenses would total an estimated $103,180 per month, or $1.2 million annually, when factoring in fractional payments for City-Level employees, full-time retail personnel costs and benefits, and third-party services. In order to ensure long-term financial sustainability, the Deputy City Manager would implement rigorous financial controls, and key operational metrics would be reviewed weekly to guide us toward a positive, free cash flow.

Cost of Goods Sold: The average cost of goods sold would be an estimated 45%, and would require purchase orders (POs) from suppliers to ensure consistent pricing is maintained around an optimal target gross margin of 55%. Cost of goods includes the wholesale cost of goods and any other tax-deductible direct costs that can be included in this calculation. Point7 also calculated a 21% net tax on gross profits, which is derived from subtracting the cost of goods from sales revenue. This calculation is extremely important in maintaining consistent and predictable margins for long-term operations.

Operations Expenses: Operations costs would include but are not limited to: community benefits, insurance, licensing, maintenance, marketing and advertising, memberships and certifications, miscellaneous, office supplies, personnel, professional services, software and subscriptions, phone and internet, utilities, waste, and an ongoing operations contingency budget. Point7 expects operating expenses to grow by 6% annually. Projected monthly fixed and variable operations expenses would be $160,966 per month, once operational.

Year-end operations expenses would reach $165,549 by the end of the first year of operations, and $177,463 by the fourth year of operations. In order to ensure long-term financial sustainability, the Deputy City Manager would implement rigorous financial controls to direct the company towards positive free cash flows. The largest operations expense is monthly personnel costs, currently projected to be $103,180 per month when operations begin, encompassing all fractional city-employees, third-party services, and dispensary direct labor.

Personnel & Benefits Expenses: Point7 recommended hiring two full-time employees and ten part-time employees, with an additional seven fractional city-employees providing a range of services from accounting support to Human Resources and organizational oversight. The organization would also analyze alternative business models, potentially inclusive of an internal delivery/distribution team, and may employ an additional four full time employees, should the operational decision to onboard delivery internally be taken. Once the retailer reaches full operational capacity, the anticipated combined annualized payroll, inclusive of benefits, would total over $788,164 to achieve efficient retailer operations. This figure represents each employee's base salary, with an estimated 30% addition for employee benefits burden.

OPERATIONAL BUDGET

Cost of Goods Sold			
	Average Retail Product Wholesale Cost	45%	of revenue
	Average Delivery Product Wholesale Cost	55%	of revenue
Operating Expenses			
	Annual Licensing Fee	$5,000	per annum
	Facility and Vehicle Maintenance (If Applicable)	$0	per month
	Insurance	$4,000	per month
	Marketing & Sales	$30,000	per month
	Membership & Certifications	$800	per month
	Miscellaneous	$3,500	per month
	Operational Contingency (8%)	$12,294	per month
	Personnel (SG&A)	$65,680	per month
	Professional Services	$37,500	per month
	Property Rent (If Applicable)	$4,375	per month
	Security Monitoring & Software	$1,500	per month
	Software, Phone & Internet	$2,500	per month
	Supplies (SG&A)	$1,500	per month
	Utilities (SG&A)	$1,000	per month
	Waste/Janitorial Services (SG&A)	$900	per month
	Total Operating Budget	$160,966	per Month

Profitability Scenarios
Each of the four scenarios below contemplate a 1,750 square foot dispensary.

SCENARIO 1 - Delivery Partner, Full Buildout - Pro Forma Analysis

- **Year 1:** In Year 1, the dispensary is expected to incur an estimated $80,000 in losses during the licensing application period before the business is operational.
- **Year 2:** Once the business is operational starting in Year 2, total revenue at the end of Year 2 is expected to reach $1,110,349. Cost of goods sold is expected to reach $559,776 resulting in a total year-end gross profit of $550,573.
- **Year 3:** Annual revenue is expected to grow significantly in the first full year of operations (Year 3), increasing to $7,998,781 in sales with gross profit of $3,984,509 (margin of 49%), earnings before interest, taxes, depreciation, and amortization (EBITDA) of $2,008,116, and a net profit of $1,008,911.
    - The large difference between EBITDA and net profit is the impact of 280E accounting rules, whereby cannabis is federally recognized as illegal; therefore, operating expenses are not tax deductible.
    - **Year 5:** Revenue is expected to increase 3% annually to reach $8,437,690 in Year 5. Net profit is expected to grow by 5% to 2% annually to reach $1,082,207

in Year 5. Net profit is expected to grow faster than revenue as we enjoy economies of scale.

ANNUAL PRO FORMA FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	**Y2**	**Y3**	**Y4**	**Y5**
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$559,776	$4,014,272	$4,154,772	$4,234,544
Gross Profit	**$0**	**$550,573**	**$3,984,509**	**$4,123,966**	**$4,203,146**
Startup Expenses	$80,000	$2,180,662	$0	$0	$0
Operating Expenses	$0	$396,580	$1,976,393	$2,020,386	$2,067,020
Operating Income	**($80,000)**	**($2,026,670)**	**$2,008,116**	**$2,103,580**	**$2,136,127**
ITDA Expenses	$0	$135,426	$999,205	$1,035,054	$1,053,919
Net Income	**($80,000)**	**($2,162,095)**	**$1,008,911**	**$1,068,526**	**$1,082,207**
Accrued Net Income	**($80,000)**	**($2,242,095)**	**($1,233,184)**	**($164,658)**	**$917,549**

Scenario 1 Startup Budget

STARTUP BUDGET	
Beginning Inventory	
Startup Marijuana Product Inventory	$271,755
Startup Non-Marijuana Product Inventory	$2,745
Equipment	
Water Cooler	$500
Commercial-Grade Refrigerator(s)	$4,000
Commercial Sink	$800
Commercial Dishwasher	$2,000
Break Room Kitchen Equipment	$3,500
Point-of-Sale & METRC Technology	$4,000
Delivery Order Management	$0
Vault and Cash/Product Storage Equipment	$25,000
Security Alarm, Surveillance and Key Access Equipment	$80,000
Odor Control and HVAC Equipment	$20,000
Delivery Vehicles (x2) (If Applicable)	$0

	Loading/Unloading Equipment	$0
Facility Acquisition and/or Improvements		
	Acquisition of Property (If Applicable)	$0
	Facility Renovations or Buildout	$1,400,000
	Temporary Utilities	$10,000
	Security Deposit & Due Diligence	$10,000
	Other Construction Costs	$7,500
Furniture and Fixtures		
	Computers and Printers	$8,000
	TV/Menu Display Fixtures	$7,500
	Product Display Fixtures	$10,000
	Lighting Fixtures	$8,000
	Bike Racks	$1,000
	Break Room and Office Furniture	$800
	Waiting Room Furniture	$1,500
	Sales Floor Furniture	$1,500
Marketing and Advertising		
	Advertising Outlets	$20,000
	Association Membership	$1,500
	Grand Opening Event Budget	$5,000
	Educational Material Printing	$500
	Business Printing	$500
	Website/Social Media Build and Setup	$10,000
	Search Engine Optimization	$2,500
Pre-Operational Staffing		
	Personnel Wages and Benefits	$65,680
	Training Program Administration	$25,000
	Employee Registration Fees ($500 per employee on average)	$7,500
State & Local License Procurement		
	Application Submission Fee*	$2,500
	Initial Licensing Fee*	$2,500
	Additional Licensing/Permits	$1,500
	Legal Support	$15,000
	Accounting Support	$2,500
	Architect Support	$15,000
	Consulting Support	$45,000
Startup Cost Contingency (8%)		$168,182
Total Startup Budget		**$2,270,462**

Startup Budget
Estimated startup expenses itemized in the *Startup Budget Assumptions*, covers construction, equipment, and other startup costs, beginning at time of business formation and ending when the facility becomes operational.
In total, an estimated Startup Budget of $2,270,462 would be necessary for a full ground-up buildout model including: $84,000 for license procurement; $40,000 for marketing; $139,800 for equipment; $38,300 for furniture and fixtures; $274,500 for the acquisition of adequate inventory for the launch of operations; and a $84,882 contingency fund for unexpected costs.

$800 per square foot is budgeted for the construction of the potential retailer facility. Total construction costs are expected to be $1,427,500, inclusive of all contracting, staffing, plumbing, electrical, landscaping and equipment rentals.

Furniture, Fixtures, and Equipment: Company-wide furniture, fixtures, and equipment (FF&E) include selling, general, and administrative (SG&A) FF&E; sales floor FF&E including display tables and design elements; security equipment, including alarms and cameras; delivery vehicles; point of sale (POS) and track and trace technology; and storage and odor control equipment. Company-wide FF&E startup expenses deemed necessary for building out the retailer facility are projected to reach $178,100 over the startup forecast period. The budget allocates approximately $917 per square foot for the interior furniture, fixtures, and equipment and full renovation and construction for the space, allowing for high-quality expenditures in line with the caliber of neighborhood restaurants and retail stores.

SCENARIO 2 - Delivery Partner, Lease/Renovate - Pro Forma Analysis

Scenario 2 contemplates a retailer business that partners with a third-party delivery services provider; leases a site that requires renovations; and begins operations in November of Year 2.

- **Year 1:** The business is expected to incur an estimated $80,000 in losses during the licensing application period before the business is operational.
- **Year 2:** Once the business is operational starting in November, Year 2, total revenue at the end of Year 2 is expected to reach $1,110,349. Cost of goods sold is expected to reach $559,776, resulting in a total year-end gross profit of $550,573.
- **Year 3:** Annual revenue is expected to grow 620% in Year 3, increasing to $7,998,781 in sales with a gross profit of $3,984,509 (margin of 49.8%), earnings before interest, taxes, depreciation, and amortization (EBITDA) of $2,989,436 (margin of 37.4%), and a net profit of $952,941 (margin of 11.9%).
- **Year 5:** Annual revenue would increase 3.5% annually to reach $8,437,690 in Year 5. Net profit is expected to grow by 4.7% to 5.6% annually to reach $1,019,319 (a margin of 12.1%) in Year 5.

ANNUAL PRO FORMA FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	Y2	Y3	Y4	Y5
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$559,776	$4,014,272	$4,154,772	$4,234,544

Gross Profit	**$0**	**$550,573**	**$3,984,509**	**$4,123,966**	**$4,203,146**
Startup Expenses	$80,000	$1,056,112	$0	$0	$0
Operating Expenses	$0	$406,030	$2,036,495	$2,084,094	$2,134,550
Operating Income	**($80,000)**	**($911,570)**	**$1,948,014**	**$2,039,872**	**$2,068,596**
ITDA Expenses	$0	$134,776	$995,073	$1,030,674	$1,049,277
Net Income	**($80,000)**	**($1,046,346)**	**$952,941**	**$1,009,198**	**$1,019,319**
Accrued Net Income	**($80,000)**	**($1,126,346)**	**($173,405)**	**$835,793**	**$1,855,112**

Scenario 2 Startup Budget

Estimated startup expenses itemized in the following *Startup Budget*, covers construction, equipment, and other startup costs, beginning at time of business formation and ending when the facility becomes operational.

In total, an estimated Startup Budget of $1,145,912 would be necessary for a leased facility requiring renovation: $84,000 for license procurement; $40,000 for marketing; $139,800 for equipment; $38,300 for furniture and fixtures; $274,500 for the acquisition of adequate inventory for the launch of operations; and a $84,882 contingency fund for unexpected costs.

$200 per square foot is budgeted for the renovation of the potential retailer facility. Total renovation costs are expected to be $386,250, inclusive of all contracting, staffing, plumbing, electrical, landscaping and equipment rentals.

Furniture, Fixtures, and Equipment: Company-wide furniture, fixtures, and equipment (FF&E) include selling, general, and administrative (SG&A) FF&E; sales floor FF&E including display tables and design elements; security equipment, including alarms and cameras; delivery vehicles; point of sale (POS) and track and trace technology; and storage and odor control equipment. Company-wide FF&E startup expenses deemed necessary for renovating the retailer facility are projected to reach $178,100 over the startup forecast period. The budget allocates approximately $322.48 per square foot for the interior furniture, fixtures, and equipment and full renovation of the space, allowing for high-quality expenditures in line with the caliber of neighborhood restaurants and retail stores.

STARTUP BUDGET	
Beginning Inventory	
Startup Marijuana Product Inventory	$271,755
Startup Non-Marijuana Product Inventory	$2,745
Equipment	
Water Cooler	$500
Commercial-Grade Refrigerator(s)	$4,000

	Commercial Sink	$800
	Commercial Dishwasher	$2,000
	Break Room Kitchen Equipment	$3,500
	Point-of-Sale & METRC Technology	$4,000
	Delivery Order Management	$0
	Vault and Cash/Product Storage Equipment	$25,000
	Security Alarm, Surveillance and Key Access Equipment	$80,000
	Odor Control and HVAC Equipment	$20,000
	Delivery Vehicles (x2) (If Applicable)	$0
	Loading/Unloading Equipment	$0
Facility Acquisition and/or Improvements		
	Acquisition of Property (If Applicable)	$0
	Facility Renovations or Buildout	$350,000
	Temporary Utilities	$10,000
	Security Deposit & Due Diligence	$26,250
	Other Construction Costs	$0
Furniture and Fixtures		
	Computers and Printers	$8,000
	TV/Menu Display Fixtures	$7,500
	Product Display Fixtures	$10,000
	Lighting Fixtures	$8,000
	Bike Racks	$1,000
	Break Room and Office Furniture	$800
	Waiting Room Furniture	$1,500
	Sales Floor Furniture	$1,500
Marketing and Advertising		
	Advertising Outlets	$20,000
	Association Membership	$1,500
	Grand Opening Event Budget	$5,000
	Educational Material Printing	$500
	Business Printing	$500
	Website/Social Media Build and Setup	$10,000
	Search Engine Optimization	$2,500
Pre-Operational Staffing		
	Personnel Wages and Benefits	$65,680
	Training Program Administration	$25,000
	Employee Registration Fees ($500 per employee on average)	$7,500
State & Local License Procurement		
	Application Submission Fee*	$2,500

	Initial Licensing Fee*	$2,500
	Additional Licensing/Permits	$1,500
	Legal Support	$15,000
	Accounting Support	$2,500
	Architect Support	$15,000
	Consulting Support	$45,000
Startup Cost Contingency (8%)		$84,882
Total Startup Budget		**$1,145,912**

SCENARIO 3 - Internal Delivery, Full Buildout - Pro Forma Analysis

Scenario 3 contemplates a retailer business that is fully built-out, operates its own delivery business and begins operations in November of Year 2.

- **Year 1:** The business is expected to incur an estimated $80,000 in losses during the licensing application period before the business is operational.
- **Year 2:** Once the business is operational starting in November, Year 2, total revenue at the end of Year 2 is expected to reach $1,110,349. Cost of goods sold is expected to reach $499,657, resulting in a total year-end gross profit of $610,692.
- **Year 3:** Annual revenue is expected to grow in Year 3, increasing to $7,998,781 in sales with a gross profit of $4,399,329 (margin of 55.0%), and a net profit of $1,267,118 (margin of 15.8%).
- **Year 5:** Annual revenue would increase 3.5% annually to reach $8,437,690 in Year 5. Net profit is expected to grow by 4.7% to 5.6% annually to reach $1,352,878 (a margin of 16.0%) in Year 5.

ANNUAL PRO FORMA FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	**Y2**	**Y3**	**Y4**	**Y5**
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$499,657	$3,599,451	$3,725,432	$3,796,960
Gross Profit	**$0**	**$610,692**	**$4,399,329**	**$4,553,306**	**$4,640,729**
Startup Expenses	$80,000	$2,219,056	$0	$0	$0
Operating Expenses	$0	$401,980	$2,010,737	$2,056,791	$2,105,609
Operating Income	**($80,000)**	**($2,010,345)**	**$2,388,593**	**$2,496,515**	**$2,535,121**
ITDA Expenses	$0	$153,312	$1,121,475	$1,161,230	$1,182,243
Net Income	**($80,000)**	**($2,163,657)**	**$1,267,118**	**$1,335,285**	**$1,352,878**

	Accrued Net Income	($80,000)	($2,243,657)	($976,539)	$358,746	$1,711,624

Scenario 3 Startup Budget
Estimated startup expenses itemized in the following *Startup Budget*, covers construction, equipment, and other startup costs, beginning at time of business formation and ending when the facility becomes operational.

In total, an estimated Startup Budget of $2,308,856 would be necessary for a full ground-up buildout model including: $84,000 for license procurement; $40,000 for marketing; $202,800 for equipment; $38,300 for furniture and fixtures; $247,050 for the acquisition of adequate inventory for the launch of operations; and a $171,026 contingency fund for unexpected costs.

$800 per square foot is budgeted for the construction of the potential retailer facility. Total construction costs are expected to be $1,427,500, inclusive of all contracting, staffing, plumbing, electrical, landscaping and equipment rentals.

Furniture, Fixtures, and Equipment: Company-wide furniture, fixtures, and equipment (FF&E) include selling, general, and administrative (SG&A) FF&E; sales floor FF&E including display tables and design elements; security equipment, including alarms and cameras; delivery vehicles; point of sale (POS) and track and trace technology; and storage and odor control equipment. Company-wide FF&E startup expenses deemed necessary for building out the retailer facility are projected to reach $241,100 over the startup forecast period. The budget allocates approximately $953.48 per square foot for the interior furniture, fixtures, and equipment and construction of the space, allowing for high-quality expenditures in line with the caliber of neighborhood restaurants and retail stores.

STARTUP BUDGET		
Beginning Inventory		
	Startup Marijuana Product Inventory	$244,579
	Startup Non-Marijuana Product Inventory	$2,470
Equipment		
	Water Cooler	$500
	Commercial-Grade Refrigerator(s)	$4,000
	Commercial Sink	$800
	Commercial Dishwasher	$2,000
	Break Room Kitchen Equipment	$3,500
	Point-of-Sale & METRC Technology	$4,000
	Delivery Order Management	$3,000
	Vault and Cash/Product Storage Equipment	$25,000
	Security Alarm, Surveillance and Key Access Equipment	$80,000
	Odor Control and HVAC Equipment	$20,000
	Delivery Vehicles (x2) (If Applicable)	$50,000
	Loading/Unloading Equipment	$10,000
Facility Acquisition and/or Improvements		

	Acquisition of Property (If Applicable)	$0
	Facility Renovations or Buildout	$1,400,000
	Temporary Utilities	$10,000
	Security Deposit & Due Diligence	$10,000
	Other Construction Costs	$7,500
Furniture and Fixtures		
	Computers and Printers	$8,000
	TV/Menu Display Fixtures	$7,500
	Product Display Fixtures	$10,000
	Lighting Fixtures	$8,000
	Bike Racks	$1,000
	Break Room and Office Furniture	$800
	Waiting Room Furniture	$1,500
	Sales Floor Furniture	$1,500
Marketing and Advertising		
	Advertising Outlets	$20,000
	Association Membership	$1,500
	Grand Opening Event Budget	$5,000
	Educational Material Printing	$500
	Business Printing	$500
	Website/Social Media Build and Setup	$10,000
	Search Engine Optimization	$2,500
Pre-Operational Staffing		
	Personnel Wages and Benefits	$65,680
	Training Program Administration	$25,000
	Employee Registration Fees ($500 per employee on average)	$7,500
State & Local License Procurement		
	Application Submission Fee*	$2,500
	Initial Licensing Fee*	$2,500
	Additional Licensing/Permits	$1,500
	Legal Support	$15,000
	Accounting Support	$2,500
	Architect Support	$15,000
	Consulting Support	$45,000
Startup Cost Contingency (8%)		$171,026
Total Startup Budget		**$2,308,856**

SCENARIO 4 - Internal Delivery, Lease/Renovate - Pro Forma Analysis

Scenario 4 contemplates a retailer business that operates its own delivery services business; leases and renovates a site not owned by the City; and becomes fully operational in November of Year 2.

- **Year 1:** The facility is expected to incur an estimated $80,000 in losses during the licensing application period before the business is operational.
- **Year 2:** Once operational (November, Year 2) total revenue at the end of Year 2 is expected to reach $1,110,349. Cost of goods sold is expected to reach $499,657, resulting in a total year-end gross profit of $610,692.
- **Year 3:** Annual revenue is expected to grow in Year 3, increasing to $7,998,781 in sales with a gross profit of $4,399,329, operating income of $2,328,491, and a net profit of $1,211,148.
- **Year 5:** Annual revenue would increase by 3.5% to reach $8,437,690 in Year 5. Net profit is expected to grow by 4.7% - 5.6% annually to reach $1,289,990 in Year 5.

ANNUAL PRO FORMA FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5					
	Y1	**Y2**	**Y3**	**Y4**	**Y5**
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$499,657	$3,599,451	$3,725,432	$3,796,960
Gross Profit	**$0**	**$610,692**	**$4,399,329**	**$4,553,306**	**$4,640,729**
Startup Expenses	$80,000	$1,094,506	$0	$0	$0
Operating Expenses	$0	$411,430	$2,070,839	$2,120,499	$2,173,139
Operating Income	**($80,000)**	**($895,245)**	**$2,328,491**	**$2,432,807**	**$2,467,590**
ITDA Expenses	$0	$152,663	$1,117,343	$1,156,850	$1,177,600
Net Income	**($80,000)**	**($1,047,908)**	**$1,211,148**	**$1,275,957**	**$1,289,990**
Accrued Net Income	**($80,000)**	**($1,127,908)**	**$83,240**	**$1,359,197**	**$2,649,187**

Scenario 4 Startup Budget

Estimated startup expenses itemized in the following *Startup Budget*, covers construction, equipment, and other startup costs, beginning at time of business formation and ending when the facility becomes operational.

In total, an estimated Startup Budget of $1,184,306.00 would be necessary for a leased facility requiring renovation including: $84,000 for license procurement; $40,000 for marketing; $202,800 for equipment; $38,300 for furniture and fixtures; $247,050 for the acquisition of adequate inventory for the launch of operations; and a $87,726 contingency fund for unexpected costs.

$200 per square foot is budgeted for the renovation of the potential retailer facility. Total renovation costs are expected to be $386,250 inclusive of all contracting, staffing, plumbing, electrical, landscaping and equipment rentals.

Furniture, Fixtures, and Equipment: Company-wide furniture, fixtures, and equipment (FF&E) include selling, general, and administrative (SG&A) FF&E; sales floor FF&E including display tables and design elements; security equipment, including alarms and cameras; delivery vehicles; point of sale (POS) and track and trace technology; and storage and odor control equipment. Company-wide FF&E startup expenses deemed necessary for renovating the retailer facility are projected to reach $241,00 over the startup forecast period. The budget allocates approximately $358.48 per square foot for the interior furniture, fixtures, and equipment and full renovation of the space, allowing for high-quality expenditures in line with the caliber of neighborhood restaurants and retail stores.

STARTUP BUDGET		
Beginning Inventory		
	Startup Marijuana Product Inventory	$244,579
	Startup Non-Marijuana Product Inventory	$2,470
Equipment		
	Water Cooler	$500
	Commercial-Grade Refrigerator(s)	$4,000
	Commercial Sink	$800
	Commercial Dishwasher	$2,000
	Break Room Kitchen Equipment	$3,500
	Point-of-Sale & METRC Technology	$4,000
	Delivery Order Management	$3,000
	Vault and Cash/Product Storage Equipment	$25,000
	Security Alarm, Surveillance and Key Access Equipment	$80,000
	Odor Control and HVAC Equipment	$20,000
	Delivery Vehicles (x2) (If Applicable)	$50,000
	Loading/Unloading Equipment	$10,000
Facility Acquisition and/or Improvements		
	Acquisition of Property (If Applicable)	$0
	Facility Renovations or Buildout	$350,000
	Temporary Utilities	$10,000
	Security Deposit & Due Diligence	$26,250
	Other Construction Costs	$0
Furniture and Fixtures		
	Computers and Printers	$8,000
	TV/Menu Display Fixtures	$7,500

	Product Display Fixtures	$10,000
	Lighting Fixtures	$8,000
	Bike Racks	$1,000
	Break Room and Office Furniture	$800
	Waiting Room Furniture	$1,500
	Sales Floor Furniture	$1,500
Marketing and Advertising		
	Advertising Outlets	$20,000
	Association Membership	$1,500
	Grand Opening Event Budget	$5,000
	Educational Material Printing	$500
	Business Printing	$500
	Website/Social Media Build and Setup	$10,000
	Search Engine Optimization	$2,500
Pre-Operational Staffing		
	Personnel Wages and Benefits	$65,680
	Training Program Administration	$25,000
	Employee Registration Fees ($500 per employee on average)	$7,500
State & Local License Procurement		
	Application Submission Fee*	$2,500
	Initial Licensing Fee*	$2,500
	Additional Licensing/Permits	$1,500
	Legal Support	$15,000
	Accounting Support	$2,500
	Architect Support	$15,000
	Consulting Support	$45,000
Startup Cost Contingency (8%)		$87,726
Total Startup Budget		**$1,184,306**

Revised Financial Model - Phase 1

Model Overview

PRIMARY COMPANY DETAILS	
Project Details	
Company Name	City of Wayzata
License Type	Retail (with possibility of delivery)

DISCLAIMER/ASSUMPTIONS
Model Developed Using Known Information/Market Assumptions current as of 05/20/2024

RESOURCES/REFERENCES
Quick Links
Minnesota Office of Cannabis Management**
Minnesota Department of Health - Medical Cannabis
Legislation (12th Engrossment - 93rd Legislature (2023 - 2024) Posted on 04/03/2024 10:30am)*
Minnesota Department of Revenue - Cannabis Tax
Minnesota NORML - Laws and Penalties
Vangst Salary Guide***
Minnesota Marijuana Policy Project
,**, denotes source material utilized throughout this model.**

TABLE OF CONTENTS

Order of Tabs

Tab Color Key
Overview
Input
Output

CONVERSION CHART	
Standard Time Conversion Ratios	
Days in a Week	*7.0*
Days in a Month	*30.4*
Days in a Year	*365.0*
Weeks in a Month	*4.3*
Weeks in a Year	*52.0*
Months in a Year	*12.0*
Standard Weight Conversion Ratios	
Grams in an Ounce	*28.3495*
Grams in a Pound	*453.592*
Ounces in a Pound	*16*
Extract Oil Viscosity (1g/1ml)	*1:1*
Standard Employee Metrics	
Full-Time Weekly Hours	*40*
Part-Time Weekly Hours	*25*
Full-Time Annual Hours	*2,080*

Market Analysis

BASE MARKET FIGURES		
Statewide Figures		
Minnesota Population (2022)	5,714,300	People
Minnesota 21+ Population %	73.7%	of Population
Minnesota 21+ Population (2023)	4,211,439	Adults
Minnesota Median Age	39.0	Years Old
Minnesota Median Household Income	$84,313	Income
Minnesota Unemployment Rate (Dec 2023)	2.9%	Unemployed
Minnesota Population Annual Growth Rate	0.41%	Growth
Total Visitors to Minnesota (2022)	76,600,000	Visitors
Local Figures		
Wayzata Population	4,434	People
Wayzata 21+ Population %	85.20%	of Population
Wayzata 21+ Population (2022)	3,778	Adults
Wayzata Population (3-miles)	35,679	People
Wayzata Population (5-miles)	117,891	People
Wayzata Median Age	56.5	Years Old
Wayzata Median Household Income	$118,456	Income
Hennepin County Unemployment Rate (Feb 2024)	3.00%	Unemployed
Wayzata Persons in Poverty	4.4%	Impoverished

POPULATION GROWTH		
Statewide Population Growth	**Total**	**21+**
Minnesota Population 2023	5,737,729	4,228,706
Minnesota Population 2024	5,761,253	4,246,044
Minnesota Population 2025	5,784,874	4,263,452
Minnesota Population 2026	5,808,592	4,280,933
Minnesota Population 2027	5,832,408	4,298,484
Minnesota Population 2028	5,856,321	4,316,108
Wayzata 3-mile Population Growth	**Total**	**21+**
Wayzata Population (3-mile) 2024	35,825	30,523
Wayzata Population (3-mile) 2025	35,972	30,648
Wayzata Population (3-mile) 2026	36,120	30,774
Wayzata Population (3-mile) 2027	36,268	30,900
Wayzata Population (3-mile) 2028	36,416	31,027
Wayzata Population (3-mile) 2029	36,566	31,154
Wayzata 5-mile Population Growth	**Total**	**21+**
Wayzata Population (5-mile) 2024	118,374	100,855
Wayzata Population (5-mile) 2025	118,860	101,268
Wayzata Population (5-mile) 2026	119,347	101,684
Wayzata Population (5-mile) 2027	119,836	102,101
Wayzata Population (5-mile) 2028	120,328	102,519
Wayzata Population (5-mile) 2029	120,821	102,939

SUPPORTING ANALYSIS, MEDICAL (APRIL 2024)

Medical Cannabis Operators

Current Dispensing Location Details

Dispensing Locations	15
Registered Patients	46,287
Certifying Practitioners	2,543

Current Medical Cannabis Manufacturers

- Green Goods
- RISE (Formerly LeafLine Labs)

Qualifying Conditions

- Alzheimer's disease
- Amyotrophic lateral sclerosis (ALS)
- Autism spectrum disorder (must meet DSM-5)
- Cancer*
- Chronic motor or vocal tic disorder
- Chronic pain
- Glaucoma
- HIV/AIDS
- Inflammatory bowel disease, including Crohn’s disease
- Intractable pain
- Irritable bowel syndrome
- Obsessive-compulsive disorder
- Obstructive sleep apnea
- Post-traumatic stress disorder (PTSD)
- Seizures, including those characteristic of epilepsy
- Severe and persistent muscle spasms, including those characteristic of multiple sclerosis (MS)
- Sickle cell disease
- Terminal illness, with a probable life expectancy of less than one year*
- Tourette syndrome

*If your illness or its treatment produces one or more of the following: severe or chronic pain; nausea or severe vomiting; or cachexia or severe wasting.

Allowable Products

- Liquid, including but not limited to oil
- Pill
- Liquid or oil for use with a vaporized delivery method
- Water-soluble cannabinoid multiparticulate, including granules, powder, and sprinkles
- Orally dissolvable product, including lozenges, gum, mints, buccal tablets, and sublingual tablets
- Topical formulation
- Any allowable form or delivery method approved by the office

SUPPORTING ANALYSIS, ADULT-USE*

Allowable License Types

Microbusiness
- Up to 5,000 square feet of plant canopy for indoor
- Up to one-half (1/2) acre of mature, flowering plants for outdoor
- May operate up to one retail location
- May permit on-site consumption of edible cannabis products

Mezzobusiness
- Up to 15,000 square feet of plant canopy for indoor
- Up to one acre of mature, flowering plants for outdoor
- May operate up to three retail locations

Cultivator (Craft and Bulk)
- Both indoor and outdoor cultivation allowed.
- Craft limited to 10,000 sqft of canopy
- Bulk limited to 30,000 sqft of canopy
- Bulk cultivator unavailable before July 1, 2026, unless needed to meet demand
- Cannabis must be certified organic by the agriculture commissioner

Manufacturer
- Extraction method must be approved by the board.
- Must have a certification from an independent industrial hygienist or professional engineer
- May only add chemicals or compounds approved by the board to concentrates
- All ingredients in cannabis products must be disclosed

Retailer
- May operate up to five retail locations
- May also hold a delivery license, medical retailer license, and a cannabis event organizer license

Wholesaler
- May purchase and sell cannabis between businesses
- May also hold a transporter, a delivery service, and a cannabis event organizer license

Transporter
- Transport all product types between all licensees

Testing Facility
- Tests all cannabis products for quality compliance

Event Organizer
- May organize a temporary cannabis event lasting no more than four days
- A cannabis event may designate an area for consumption

Delivery Service
- May purchase from retailers to deliver to consumers

STATEWIDE MARKET VALUE ANALYSIS

Estimated Purchaser Base and Annual Consumption		
Minnesota 21+ Population (2023)	4,228,706	Adults
(plus) Additional Tourism (50% of Population Base)	2,114,353	Adults
Total Addressable Market	**6,343,059**	**Adults**
(multiplied by) % Adult-Use Purchasers	14.0%	
Serviceable Addressable Market	**888,028**	**Adults**
(multiplied by) % Legal Market Adoption	50%	of market, Cur
Serviceable Obtainable Market	**444,014**	**Adults**
Estimated 2025 Market Value - Vicente LLP	**$418,000,000**	**Market Value**
Estimated 2025 Market Value - AU + Medical	**$551,000,000**	**Market Value**

Revenue Inputs

ANALYSIS OF LOCAL MARKET SHARE		
STOREFRONT: Estimated Initial Purchaser Base (Y1)		
Wayzata 21+ Population 3-mile	30,648	Adults
(plus) Additional Traffic (20% of Local Population)	6,130	Adults
Total Addressable Market	**36,778**	**Adults**
(multiplied by) % Adult Use Purchasers	14.0%	
Total Target Market	**5,149**	**Adults**
(multiplied by) % Legal Market Adoption	50.0%	
Total Realizable Market Potential	**2,574**	**Adults**
(multiplied by) % of Local Market Share (1/3)	33%	
Total Monthly Storefront Customers	**850**	**Adults**
(plus) Seasonal Event Tourism (M6, M10)	**1,155**	**Adults (Customers)**
DELIVERY: Estimated Initial Purchaser Base (Y1) (Toggle on Delivery Tab)		
Wayzata 21+ Population 5-mile	101,268	Adults
(plus) Additional Traffic (20% of Local Population)	20,254	Adults
Total Addressable Market	**121,522**	**Adults**
(multiplied by) % Adult Use Purchasers	14.0%	
Total Target Market	**17,013**	**Adults**
(multiplied by) % Legal Market Adoption	50.0%	
Total Realizable Market Potential	**8,507**	**Adults**
(multiplied by) % of Local Market Share (1/8)	12.5%	
Total Monthly Delivery Customers	**1,063**	**Adults**

SUPPORTING REVENUE METRICS AND ANALYSIS

Discounts and Price Changes		
Annual Product Price Decrease (Y2)	8%	Decrease
Annual Product Price Decrease (Y3)	10%	Decrease
Annual Product Price Decrease (Y4)	9%	Decrease
Annual Product Price Decrease (Y5+)	5%	Decrease
Sales and Discounts		
% of Qualifying Sales for Discount	10%	of Sales
Average Discount %	15%	off MSRP
Purchaser Base Growth Rate		
Y2 Purchaser Base Growth	25%	Increase
Y3 Purchaser Base Growth	15%	Increase
Y4 Purchaser Base Growth	12%	Increase
Y5+ Purchaser Base Growth	10%	Increase
Balance Check		
Product List %	100.0%	
Customer Spend %	100.0%	

PRODUCT PRICING ASSUMPTIONS		
Product Category	**% of Average Sale**	**Average Price Per Unit**
Flower (3.5g)	17.0%	$41.85
Flower (7g)	8.0%	$110.00
Pre-Roll 5-pack (3.5g)	14.0%	$45.00
Bulk Flower Trim (7g)	12.0%	$50.00
Vaporizer Cartridges (500mg)	15.0%	$75.00
Extracts (500mg)	14.0%	$50.00
Edibles (100mg)	9.0%	$30.00
Beverages (100mg)	3.0%	$25.00
Other Cannabis Products (100mg)	7.0%	$35.00
Non-Cannabis Goods	1.0%	$20.00

CUSTOMER ARCHETYPE PROFILES		
Estimated Customer Consumption Distribution		
Conservative	$100 per month	17.0%
Social	$200 per month	19.0%
Active	$300 per month	24.0%
Frequent	$400 per month	40.0%
Average Monthly Customer Spend		**$287.00**

PRODUCT SALES ANALYSIS					
Launch			Y2		
Monthly Units Sold	Monthly Sales	Average Price Per Unit	Monthly Units Sold	Monthly Sales	Average Price Per Unit
2,230	$93,330	$42	2,424	$93,330	$39
399	$43,920	$110	434	$43,920	$101
1,708	$76,860	$45	1,857	$76,860	$41
1,318	$65,880	$50	1,432	$65,880	$46
1,098	$82,350	$75	1,193	$82,350	$69
1,537	$76,860	$50	1,671	$76,860	$46
1,647	$49,410	$30	1,790	$49,410	$28
659	$16,470	$25	716	$16,470	$23
1,098	$38,430	$35	1,193	$38,430	$32
1,006	$20,120	$20	1,093	$20,120	$18

PRODUCT SALES ANALYSIS					
Y3			Y4		
Monthly Units Sold	Monthly Sales	Average Price Per Unit	Monthly Units Sold	Monthly Sales	Average Price Per Unit
3,097	$107,329	$35	3,523	$111,086	$32
555	$50,508	$91	631	$52,276	$83
2,372	$88,389	$37	2,698	$91,482	$34
1,830	$75,762	$41	2,081	$78,414	$38
1,525	$94,702	$62	1,734	$98,017	$57
2,135	$88,389	$41	2,428	$91,482	$38
2,287	$56,821	$25	2,602	$58,810	$23
915	$18,940	$21	1,041	$19,603	$19
1,525	$44,194	$29	1,734	$45,741	$26
1,397	$23,138	$17	1,589	$23,947	$15

PRODUCT SALES ANALYSIS		
Y5		
Monthly Units Sold	Monthly Sales	Average Price Per Unit
3,779	$113,219	$30
677	$53,279	$79
2,895	$93,239	$32
2,233	$79,919	$36
1,861	$99,899	$54
2,605	$93,239	$36
2,791	$59,939	$21
1,116	$19,980	$18
1,861	$46,619	$25
1,705	$24,407	$14

Expense Inputs

STARTUP BUDGET	
Beginning Inventory	
Startup Marijuana Product Inventory	$244,579
Startup Non-Marijuana Product Inventory	$2,470
Equipment	
Water Cooler	$500
Commercial-Grade Refrigerator(s)	$4,000
Commercial Sink	$800
Commercial Dishwasher	$2,000
Break Room Kitchen Equipment	$3,500
Point-of-Sale & METRC Technology	$4,000
Delivery Order Management	$3,000
Vault and Cash/Product Storage Equipment	$25,000
Security Alarm, Surveillance and Key Access Equipment	$80,000
Odor Control and HVAC Equipment	$20,000
Delivery Vehicles (x2) (If Applicable)	$50,000
Loading/Unloading Equipment	$10,000
Facility Acquisition and/or Improvements	
Acquisition of Property (If Applicable)	$0
Facility Renovations or Buildout	$350,000
Temporary Utilities	$10,000
Security Deposit & Due Diligence	$26,250
Other Construction Costs	$0
Furniture and Fixtures	
Computers and Printers	$8,000
TV/Menu Display Fixtures	$7,500
Product Display Fixtures	$10,000
Lighting Fixtures	$8,000
Bike Racks	$1,000
Break Room and Office Furniture	$800
Waiting Room Furniture	$1,500
Sales Floor Furniture	$1,500
Marketing and Advertising	
Advertising Outlets	$20,000
Association Membership	$1,500
Grand Opening Event Budget	$5,000
Educational Material Printing	$500
Business Printing	$500
Website/Social Media Build and Setup	$10,000
Search Engine Optimization	$2,500
Pre-Operational Staffing	
Personnel Wages and Benefits	$65,680
Training Program Administration	$25,000
Employee Registration Fees ($500 per employee on average)	$7,500
State & Local License Procurement	
Application Submission Fee*	$2,500
Initial Licensing Fee*	$2,500
Additional Licensing/Permits	$1,500
Legal Support	$15,000
Accounting Support	$2,500
Architect Support	$15,000
Consulting Support	$45,000
Startup Cost Contingency (8%)	$87,726
Total Startup Budget	**$1,184,306**

OPERATIONAL BUDGET			
Cost of Goods Sold			
Average Retail Product Wholesale Cost	45%	of revenue	
Average Delivery Product Wholesale Cost (If Applicable)	45%	of revenue	
Operating Expenses			
Annual Licensing Fee	$5,000	per annum	
Facility and Vehicle Maintenance (If Applicable)	$2,500	per month	
Insurance	$4,000	per month	
Marketing & Sales	$30,000	per month	
Membership & Certifications	$800	per month	
Miscellaneous	$3,500	per month	
Operational Contingency (8%)	$12,494	per month	
Personnel (SG&A)	$65,680	per month	
Professional Services	$37,500	per month	
Property Rent (If Applicable)	$4,375	per month	
Security Monitoring & Software	$1,500	per month	
Software, Phone & Internet	$2,500	per month	0.4013077221
Supplies (SG&A)	$1,500	per month	
Utilities (SG&A)	$1,000	per month	
Waste/Janitorial Services (SG&A)	$900	per month	
Total Operating Budget	**$163,666**	**Per Month**	

ADDITONAL PRO FORMA FACTORS		
Corporate Income Tax Expenses		
Federal Tax Rate	21%	of Gross Profit
State Tax Rate	6.875%	of Operating Income
Local Tax Rate	0%	of Gross Profit
Loan and Interest Payments		
Debt Principal	$1,600,000	loan
Debt Interest Rate	15%	APR
Debt Term	36	months
Depreciation		
Useful Life	84	months
Salvage Value	0%	salvage

OPERATIONAL BUDGET ANALYSIS		
Expense Growth and Changes		
Annual Operating Expense Growth Rate	6%	annual growth

STARTUP BUDGET ANALYSIS		
Startup Sub		
Total E	$247,050	
Total E	$202,800	
Total F	$386,250	$241,100
Total F	$38,300	358.4857143
Total M	$40,000	
Total F	$98,180	
Total L	$84,000	

SOURCES AND USES OF CAPITAL	
Sources of Capital	
City/Municipal Loans (Internal)	$0
Long-Term Debt	$1,600,000
Total Sources	**$1,600,000**
Uses of Capital	
Startup Expenses	$1,184,306
3-month operations	$490,997
Capital Runway	-$75,304
Total Uses	**$1,600,000**

Real Estate

SCENARIO 1: PURCHASE/BUILDOUT	
Facility Acquisition and Improvements	
Acquisition of Property (If Applicable)	$0
Facility Renovations Materials/Labor	$1,400,000
Temporary Utilities	$10,000
Security Deposit & Due Diligence	$10,000
Other Construction Costs	$7,500

SCENARIO 2: RETAIL LEASE	
Facility Acquisition and Improvements	
Acquisition of Property (If Applicable)	$0
Facility Renovations - Tenant Improvement	$350,000
Temporary Utilities	$10,000
Security Deposit & Due Diligence	$26,250
Other Construction Costs	$0

Real Estate Analysis	
Total Land Size (Acres) (If applicable)	1.00
Land Cost per Acre	$0
Total Facility SQFT	1,750
Renovation cost per sqft	$800

Real Estate Analysis	
Total Facility SQFT	1,750
Facility Taxable Fees per sqft	$9
Facility CAM per sqft	$8
Facility Rent per sqft	$30
Tenant Renovation Cost per sqft	$200
Facility Monthly Rent (If Applicable)	$4,375

Real Estate Scenario Toggle Mark 1 for scenario 1, mark 0 for scenario 2		
Scenario 1	0	Toggle
Scenario 2	1	Toggle

Estimated Using: 747 Mill St, Wayzata, MN 55391		
RETAIL ANALYSIS - POTENTIAL SITES		
747 Mill St, Wayzata, MN 55391 - 1-mile/1.609km		
Population	5,765	
Income	$88,824.00	USD
Area	8.1/km2	
Density	708.1/km	per kilometer
747 Mill St, Wayzata, MN 55391 - 3-mile/4.828km		
Population	35,679	
Income	$128,075.00	USD
Area	73.3/km2	
Density	486.90	per kilometer
747 Mill St, Wayzata, MN 55391 - 5-mile/8.046km		
Population	117,891	
Income	$134,922.00	USD
Area	203.5/km2	
Density	579.20	per kilometer

Estimated Using: Promenade Ave, Wayzata, MN 55391		
RETAIL ANALYSIS - POTENTIAL SITES		
Promenade Ave, Wayzata, MN 55391, USA - 1-mile/1.609km		
Population	6,264	
Income	$88,954.00	USD
Area	8.1/km2	
Density	769.40	per kilometer
Promenade Ave, Wayzata, MN 55391, USA - 3-mile/4.828km		
Population	35,679	
Income	$127,727.00	USD
Area	73.3/km2	
Density	509.60	per kilometer
Promenade Ave, Wayzata, MN 55391, USA - 5-mile/8.046km		
Population	119,054	
Income	$134,303.00	USD
Area	203.5/km2	
Density	584.90	per kilometer

Delivery Inputs

Delivery Toggle (Input "1" for Yes, "0" for No)		
Partner Delivery Service	0	Toggle
Internal Delivery Service	1	Toggle
DELIVERY: Estimated Initial Purchaser Base (Y1) (Toggle on Delivery Tab)		
Wayzata 21+ Population 5-mile	101,268	Adults
(plus) Additional Tourism (50% of Local Population)	20,254	Adults
Total Addressable Market	**121,522**	**Adults**
(multiplied by) % Adult Use Purchasers	14.0%	
Total Target Market	**17,013**	**Adults**
(multiplied by) % Legal Market Adoption	50.0%	
Total Realizable Market Potential	**8,507**	**Adults**
(multiplied by) % of Local Market Share (1/10)	13%	
Total Monthly Delivery Customers	**1,063**	**Adults**

STARTUP BUDGET	
Equipment	
Delivery Vehicles (x2) (If Applicable)	$50,000
Loading/Unloading Equipment	$10,000
Delivery Order Management	$3,000

OPERATIONAL BUDGET		
Cost of Goods Sold		
Average Delivery Product Wholesale C	45%	of revenue
Operating Expenses		
Facility and Vehicle Maintenance (If Ap	$2,500	per month
Insurance	$4,000	per month
Staffing	$17,690.00	per month

Personnel Inputs

						FY1				
						1	2	3	4	5
						Y1M1	Y1M2	Y1M3	Y1M4	Y1M5
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800					
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000					
Communications Coordinator	$81,000	N/A	15%		$12,150					
Parks & Facilities Manager	$81,000	N/A	15%		$12,150					
HR Generalist	$85,000	N/A	10%		$8,500					
Senior Accountant	$103,000	N/A	25%		$25,750					
Accountant	$73,000	N/A	25%		$18,250					
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000					
Assistant General Manager	$75,000	$36.1	40	1	$75,000					
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760					
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300					
Distribution Manager (If Applicable)	$75,000	$36.1	40	1	$75,000					
Delivery Agent (If Applicable)	$45,760	$22.0	40	3	$45,760					
Total Monthly Payroll						**$0**	**$0**	**$0**	**$0**	**$0**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$0	$0	$0	$0
Total Monthly Payroll + Employee Benefits						**$0**	**$0**	**$0**	**$0**	**$0**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000					
Convergent Contracted For Security Monitoring	$1,500	12			$18,000					
Contracted Loffler (Computers)	$1,000	12			$12,000					
Outsourced Director of Security	$10,000	12			$120,000					
Outsourced Security Agent(s)	$7,500	12			$90,000					
Contracted Certified Public Accountant	$500	12			$6,000					
Total Monthly Third-Party Support						**$0**	**$0**	**$0**	**$0**	**$0**
Total Monthly Personnel + Third-Party						**$0**	**$0**	**$0**	**$0**	**$0**

PAYROLL TABLE ANALYSIS

Wage Analysis	Wage Rate	% Change	$ Change
Minnesota Minimum Wage	$10.59	98.30%	$10.41
Hennepin County Living Wage	$22.28	-6%	-$1.28

									Acquire	
						6	7	8	9	10
						Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800					
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000					
Communications Coordinator	$81,000	N/A	15%		$12,150					
Parks & Facilities Manager	$81,000	N/A	15%		$12,150					
HR Generalist	$85,000	N/A	10%		$8,500					
Senior Accountant	$103,000	N/A	25%		$25,750					
Accountant	$73,000	N/A	25%		$18,250					
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000					
Assistant General Manager	$75,000	$36.1	40	1	$75,000					
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760					
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300					
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0					
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760					
Total Monthly Payroll						**$0**	**$0**	**$0**	**$0**	**$0**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$0	$0	$0	$0
Total Monthly Payroll + Employee Benefits						**$0**	**$0**	**$0**	**$0**	**$0**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000					
Convergent Contracted For Security Monitoring	$1,500	12			$18,000					
Contracted Loffler (Computers)	$1,000	12			$12,000					
Outsourced Director of Security	$10,000	12			$120,000					
Outsourced Security Agent(s)	$7,500	12			$90,000					
Contracted Certified Public Accountant	$500	12			$6,000					
Total Monthly Third-Party Support						**$0**	**$0**	**$0**	**$0**	**$0**
Total Monthly Personnel + Third-Party						**$0**	**$0**	**$0**	**$0**	**$0**

						11	12	FY2 13	14	15
						Y1M11	Y1M12	Y2M1	Y2M2	Y2M3
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800					
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000					
Communications Coordinator	$81,000	N/A	15%		$12,150					
Parks & Facilities Manager	$81,000	N/A	15%		$12,150					
HR Generalist	$85,000	N/A	10%		$8,500					
Senior Accountant	$103,000	N/A	25%		$25,750					
Accountant	$73,000	N/A	25%		$18,250					
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000					
Assistant General Manager	$75,000	$36.1	40	1	$75,000					
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760					
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300					
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0					
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760					
Total Monthly Payroll						**$0**	**$0**	**$0**	**$0**	**$0**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$0	$0	$0	$0
Total Monthly Payroll + Employee Benefits						**$0**	**$0**	**$0**	**$0**	**$0**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000					
Convergent Contracted For Security Monitoring	$1,500	12			$18,000					
Contracted Loffler (Computers)	$1,000	12			$12,000					
Outsourced Director of Security	$10,000	12			$120,000					
Outsourced Security Agent(s)	$7,500	12			$90,000					
Contracted Certified Public Accountant	$500	12			$6,000					
Total Monthly Third-Party Support						**$0**	**$0**	**$0**	**$0**	**$0**
Total Monthly Personnel + Third-Party						**$0**	**$0**	**$0**	**$0**	**$0**

						Begin Construction/Renovations				
						16	17	18	19	20
						Y2M4	Y2M5	Y2M6	Y2M7	Y2M8
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800					
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000					
Communications Coordinator	$81,000	N/A	15%		$12,150					
Parks & Facilities Manager	$81,000	N/A	15%		$12,150					
HR Generalist	$85,000	N/A	10%		$8,500					
Senior Accountant	$103,000	N/A	25%		$25,750					
Accountant	$73,000	N/A	25%		$18,250					
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000					1
Assistant General Manager	$75,000	$36.1	40	1	$75,000					
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760					
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300					
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0					
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760					
Total Monthly Payroll						**$0**	**$0**	**$0**	**$0**	**$8,333**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$0	$0	$0	$0	$2,500
Total Monthly Payroll + Employee Benefits						**$0**	**$0**	**$0**	**$0**	**$10,833**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000					
Convergent Contracted For Security Monitoring	$1,500	12			$18,000					
Contracted Loffler (Computers)	$1,000	12			$12,000					
Outsourced Director of Security	$10,000	12			$120,000					
Outsourced Security Agent(s)	$7,500	12			$90,000					
Contracted Certified Public Accountant	$500	12			$6,000					
Total Monthly Third-Party Support						**$0**	**$0**	**$0**	**$0**	**$0**
Total Monthly Personnel + Third-Party						**$0**	**$0**	**$0**	**$0**	**$10,833**

							Open Operations	First Sale		FY3
						21	22	23	24	25
						Y2M9	Y2M10	Y2M11	Y2M12	Y3M1
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800			1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000			1	1	1
Communications Coordinator	$81,000	N/A	15%		$12,150			1	1	1
Parks & Facilities Manager	$81,000	N/A	15%		$12,150			1	1	1
HR Generalist	$85,000	N/A	10%		$8,500			1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750			1	1	1
Accountant	$73,000	N/A	25%		$18,250			1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000		1	1	1	1
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760		8	8	8	8
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300		2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0		1	1	1	1
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760		3	3	3	3
Total Monthly Payroll						**$8,333**	**$58,663**	**$68,213**	**$68,213**	**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$2,500	$17,599	$20,464	$20,464	$20,464
Total Monthly Payroll + Employee Benefits						**$10,833**	**$76,262**	**$88,677**	**$88,677**	**$88,677**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000			1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000			1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000			1	1	1
Outsourced Director of Security	$10,000	12			$120,000			1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000			3	3	3
Contracted Certified Public Accountant	$500	12			$6,000			1	1	1
Total Monthly Third-Party Support						**$0**	**$0**	**$37,500**	**$37,500**	**$37,500**
Total Monthly Personnel + Third-Party						**$10,833**	**$76,262**	**$126,177**	**$126,177**	**$126,177**
										1514128

						26	27	28	29	30
						Y3M2	Y3M3	Y3M4	Y3M5	Y3M6
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Communications Coordinator	$81,000	N/A	15%		$12,150	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	15%		$12,150	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760	8	8	8	8	8
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0	1	1	1	1	1
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760	3	3	3	3	3
Total Monthly Payroll						**$68,213**	**$68,213**	**$68,213**	**$68,213**	**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$20,464	$20,464	$20,464	$20,464	$20,464
Total Monthly Payroll + Employee Benefits						**$88,677**	**$88,677**	**$88,677**	**$88,677**	**$88,677**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Total Monthly Third-Party Support						**$37,500**	**$37,500**	**$37,500**	**$37,500**	**$37,500**
Total Monthly Personnel + Third-Party						**$126,177**	**$126,177**	**$126,177**	**$126,177**	**$126,177**

1064128

						31	32	33	34	35
						Y3M7	Y3M8	Y3M9	Y3M10	Y3M11
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Communications Coordinator	$81,000	N/A	15%		$12,150	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	15%		$12,150	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760	8	8	8	8	8
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0	1	1	1	1	1
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760	3	3	3	3	3
Total Monthly Payroll						**$68,213**	**$68,213**	**$68,213**	**$68,213**	**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$20,464	$20,464	$20,464	$20,464	$20,464
Total Monthly Payroll + Employee Benefits						**$88,677**	**$88,677**	**$88,677**	**$88,677**	**$88,677**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Total Monthly Third-Party Support						**$37,500**	**$37,500**	**$37,500**	**$37,500**	**$37,500**
Total Monthly Personnel + Third-Party						**$126,177**	**$126,177**	**$126,177**	**$126,177**	**$126,177**

						36	FY4 37	38	39	40
						Y3M12	Y4M1	Y4M2	Y4M3	Y4M4
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Communications Coordinator	$81,000	N/A	15%		$12,150	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	15%		$12,150	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760	8	8	8	8	8
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0	1	1	1	1	1
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760	3	3	3	3	3
Total Monthly Payroll						**$68,213**	**$68,213**	**$68,213**	**$68,213**	**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$20,464	$20,464	$20,464	$20,464	$20,464
Total Monthly Payroll + Employee Benefits						**$88,677**	**$88,677**	**$88,677**	**$88,677**	**$88,677**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Total Monthly Third-Party Support						**$37,500**	**$37,500**	**$37,500**	**$37,500**	**$37,500**
Total Monthly Personnel + Third-Party						**$126,177**	**$126,177**	**$126,177**	**$126,177**	**$126,177**

						41 Y4M5	42 Y4M6	43 Y4M7	44 Y4M8	45 Y4M9
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Communications Coordinator	$81,000	N/A	15%		$12,150	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	15%		$12,150	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760	8	8	8	8	8
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0	1	1	1	1	1
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760	3	3	3	3	3
Total Monthly Payroll						**$68,213**	**$68,213**	**$68,213**	**$68,213**	**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$20,464	$20,464	$20,464	$20,464	$20,464
Total Monthly Payroll + Employee Benefits						**$88,677**	**$88,677**	**$88,677**	**$88,677**	**$88,677**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Total Monthly Third-Party Support						**$37,500**	**$37,500**	**$37,500**	**$37,500**	**$37,500**
Total Monthly Personnel + Third-Party						**$126,177**	**$126,177**	**$126,177**	**$126,177**	**$126,177**

							46	47	48	FY5 49	50
							Y4M10	Y4M11	Y4M12	Y5M1	Y5M2
CITY ROLES											
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**			**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%			$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%			$27,000	1	1	1	1	1
Communications Coordinator	$81,000	N/A	15%			$12,150	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	15%			$12,150	1	1	1	1	1
HR Generalist	$85,000	N/A	10%			$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%			$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%			$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**		**#**						
General Manager & Head of Compliance	$100,000	$48.1	40		1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40		1	$75,000	1	1	1	1	1
Retail Agents (Part Time)	$43,680	$21.0	30		8	$32,760	8	8	8	8	8
Receptionist (Part Time)	$36,400	$17.5	30		2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40		0	$0	1	1	1	1	1
Delivery Agent (If Applicable)	$45,760	$22.0	40		0	$45,760	3	3	3	3	3
Total Monthly Payroll							**$68,213**	**$68,213**	**$68,213**	**$68,213**	**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%					$20,464	$20,464	$20,464	$20,464	$20,464
Total Monthly Payroll + Employee Benefits							**$88,677**	**$88,677**	**$88,677**	**$88,677**	**$88,677**
THIRD PARTY PROFESSIONAL SUPPORT						**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**									
Outsourced City Attorney + Contracted	$2,000	12				$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12				$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12				$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12				$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12				$90,000	3	3	3	3	3
Contracted Certified Public Accountant	$500	12				$6,000	1	1	1	1	1
Total Monthly Third-Party Support							**$37,500**	**$37,500**	**$37,500**	**$37,500**	**$37,500**
Total Monthly Personnel + Third-Party							**$126,177**	**$126,177**	**$126,177**	**$126,177**	**$126,177**

						51	52	53	54	55
						Y5M3	Y5M4	Y5M5	Y5M6	Y5M7
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Communications Coordinator	$81,000	N/A	15%		$12,150	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	15%		$12,150	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760	8	8	8	8	8
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0	1	1	1	1	1
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760	3	3	3	3	3
Total Monthly Payroll						**$68,213**	**$68,213**	**$68,213**	**$68,213**	**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$20,464	$20,464	$20,464	$20,464	$20,464
Total Monthly Payroll + Employee Benefits						**$88,677**	**$88,677**	**$88,677**	**$88,677**	**$88,677**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Total Monthly Third-Party Support						**$37,500**	**$37,500**	**$37,500**	**$37,500**	**$37,500**
Total Monthly Personnel + Third-Party						**$126,177**	**$126,177**	**$126,177**	**$126,177**	**$126,177**

	City Salary	Direct Labor Hourly Wage	% of Time - Dispensary	#	Annual Dispensary Cost	56 Y5M8	57 Y5M9	58 Y5M10	59 Y5M11	60 Y5M12
CITY ROLES										
Officers/Managers (SG&A)	**City Salary**	**Direct Labor Hourly Wage**	**% of Time - Dispensary**		**Annual Dispensary Cost**					
City Manager	$180,000	N/A	6%		$10,800	1	1	1	1	1
Deputy City Manager (CFO/HRO)	$135,000	N/A	20%		$27,000	1	1	1	1	1
Communications Coordinator	$81,000	N/A	15%		$12,150	1	1	1	1	1
Parks & Facilities Manager	$81,000	N/A	15%		$12,150	1	1	1	1	1
HR Generalist	$85,000	N/A	10%		$8,500	1	1	1	1	1
Senior Accountant	$103,000	N/A	25%		$25,750	1	1	1	1	1
Accountant	$73,000	N/A	25%		$18,250	1	1	1	1	1
DISPENSARY DIRECT LABOR			**Weekly Hours**	**#**						
General Manager & Head of Compliance	$100,000	$48.1	40	1	$100,000	1	1	1	1	1
Assistant General Manager	$75,000	$36.1	40	1	$75,000	1	1	1	1	1
Retail Agents (Part Time)	$43,680	$21.0	30	8	$32,760	8	8	8	8	8
Receptionist (Part Time)	$36,400	$17.5	30	2	$27,300	2	2	2	2	2
Distribution Manager (If Applicable)	$75,000	$36.1	40	0	$0	1	1	1	1	1
Delivery Agent (If Applicable)	$45,760	$22.0	40	0	$45,760	3	3	3	3	3
Total Monthly Payroll						**$68,213**	**$68,213**	**$68,213**	**$68,213**	**$68,213**
Employee Benefits % (Workers Comp, Payroll Tax, Benefits)		30%				$20,464	$20,464	$20,464	$20,464	$20,464
Total Monthly Payroll + Employee Benefits						**$88,677**	**$88,677**	**$88,677**	**$88,677**	**$88,677**
THIRD PARTY PROFESSIONAL SUPPORT					**Annual Cost**					
Non-Employees	**Monthly Fee**	**Months per**								
Outsourced City Attorney + Contracted	$2,000	12			$24,000	1	1	1	1	1
Convergent Contracted For Security Monitoring	$1,500	12			$18,000	1	1	1	1	1
Contracted Loffler (Computers)	$1,000	12			$12,000	1	1	1	1	1
Outsourced Director of Security	$10,000	12			$120,000	1	1	1	1	1
Outsourced Security Agent(s)	$7,500	12			$90,000	3	3	3	3	3
Contracted Certified Public Accountant	$500	12			$6,000	1	1	1	1	1
Total Monthly Third-Party Support						**$37,500**	**$37,500**	**$37,500**	**$37,500**	**$37,500**
Total Monthly Personnel + Third-Party						**$126,177**	**$126,177**	**$126,177**	**$126,177**	**$126,177**

Annual Financial Statements

ANNUAL PRO FORMA FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5	Y1	Y2	Y3	Y4	Y5
Sales Revenue	$0	$1,110,349	$7,998,781	$8,278,738	$8,437,690
Cost of Goods Sold	$0	$499,657	$3,599,451	$3,725,432	$3,796,960
Gross Profit	**$0**	**$610,692**	**$4,399,329**	**$4,553,306**	**$4,640,729**
Startup Expenses	$80,000	$1,094,506	$0	$0	$0
Operating Expenses	$0	$411,430	$2,070,839	$2,120,499	$2,173,139
Operating Income	**($80,000)**	**($895,245)**	**$2,328,491**	**$2,432,807**	**$2,467,590**
ITDA Expenses	$0	$152,663	$1,117,343	$1,156,850	$1,177,600
Net Income	**($80,000)**	**($1,047,908)**	**$1,211,148**	**$1,275,957**	**$1,289,990**

ANALYSIS (%)	Y1	Y2	Y3	Y4	Y5
Sales Revenue	#DIV/0!	100.00%	100.00%	100.00%	100.00%
Cost of Goods Sold	#DIV/0!	45.00%	45.00%	45.00%	45.00%
Gross Profit	**#DIV/0!**	**55.00%**	**55.00%**	**55.00%**	**55.00%**
Startup Expenses	#DIV/0!	98.57%	25.89%	0.00%	0.00%
Operating Expenses	#DIV/0!	37.05%	29.11%	25.61%	25.76%
Operating Income	**#DIV/0!**	**-80.63%**	**29.11%**	**29.39%**	**29.24%**
ITDA Expenses	#DIV/0!	13.75%	13.97%	13.97%	13.96%
Net Income	**#DIV/0!**	**-94.38%**	**15.14%**	**15.41%**	**15.29%**

VALUATION ANALYSIS		
Discounted Cash Flow Valuation		
Discount Rate	10%	15%
Enterprise Value	$ 1,968,602	$ 1,652,250
Multiple Valuation	*Multiple*	*FY2028*
Gross Profit	2	$9,281,459
Operating Income	3	$7,402,771

STATEMENT OF CASH FLOWS FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5	Y1	Y2	Y3	Y4	Y5
Starting Cash Balance	**$0**	**($80,000)**	**$406,287**	**$1,183,275**	**$1,949,909**
Cash from Operating Activities	($80,000)	($1,042,341)	$1,244,548	$1,309,357	$1,323,390
Cash from Investing Activities	$0	$0	$0	$0	$0
Cash from Financing Activities	$0	$1,528,628	($467,560)	($542,722)	($518,345)
Total Change in Cash	**($80,000)**	**$486,287**	**$776,988**	**$766,635**	**$805,045**
Ending Cash Balance	**($80,000)**	**$406,287**	**$1,183,275**	**$1,949,909**	**$2,754,955**

YEAR-END BALANCE SHEET FROM MONTH 1 YEAR 1 TO MONTH 12 YEAR 5	Y1	Y2	Y3	Y4	Y5
Assets	**($80,000)**	**$634,520**	**$1,378,108**	**$2,111,343**	**$2,882,988**
Liabilities	$0	$1,528,628	$1,061,068	$518,345	($0)
Owners Equity	($80,000)	($1,127,908)	$83,240	$1,359,198	$2,649,188
Liabilities & Owners Equity	**($80,000)**	**$400,720**	**$1,144,308**	**$1,877,543**	**$2,649,188**

Monthly Pro Forma

	FY1								Acquire License/Approval	
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
REVENUE										
Retail Revenue										
Flower (3.5g)										
Flower (7g)										
Pre-Roll 5-pack (3.5g)										
Bulk Flower Trim (7g)										
Vaporizer Cartridges (500mg)										
Extracts (500mg)										
Edibles (100mg)										
Beverages (100mg)										
Other Cannabis Products (100mg)										
Non-Cannabis Goods										
(LESS) Discounts										
Delivery Revenue										
Flower (3.5g)										
Flower (7g)										
Pre-Roll 5-pack (3.5g)										
Bulk Flower Trim (7g)										
Vaporizer Cartridges (500mg)										
Extracts (500mg)										
Edibles (100mg)										
Beverages (100mg)										
Other Cannabis Products (100mg)										
Non-Cannabis Goods										
(LESS) Discounts										
Total Revenue										
COST OF GOODS SOLD										
Wholesale Retail Product Cost										
Wholesale Delivery Product Cost										
(LESS) Total Cost of Goods Sold										

Gross Profit										
EXPENSES										
Startup Expenses										
Beginning Inventory										
Equipment										
Facility Acquisition and Improvements	$0									
Furniture and Fixtures										
Marketing and Advertising										
Pre-Operational Staffing										
State and Local License Procurement									$80,000	
Startup Cost Contingency										
Operating Expenses										
Annual Licensing										
Facility and Vehicle Maintenance										
Insurance										
Marketing & Sales										
Memberships & Certifications										
Miscellaneous										
Operating Contingency										
Personnel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Property Rent										
Security Monitoring & Software										
Software, Phone & Internet										
Supplies										
Utilities										
Waste/Janitorial										
(LESS) Total Startup and Operating Expenses	$0	$0	$0	$0	$0	$0	$0	$0	$80,000	$0
Net Operating Income	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	$0
NON-OPERATING EXPENSES										
Corporate Taxes										
Federal Tax										
State Tax										
Local Tax										
Depreciation										
Depreciation Expense										
Interest										
Interest Payment										
(LESS) Total Interest, Tax, Depreciation Expense	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Income/Loss	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	$0
Breakeven Analysis	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	($80,000)
Depreciation Calculator										
Total Asset Value										
Monthly Asset Depreciation										
Loan Repayment and Interest Calculator										
Monthly Starting Loan Balance										
Monthly Loan Repayment										
Monthly Ending Loan Balance										
Monthly Interest Payments										

			FY2			Begin Construction/Renovations				
	11	12	13	14	15	16	17	18	19	20
	Y1M11	Y1M12	Y2M1	Y2M2	Y2M3	Y2M4	Y2M5	Y2M6	Y2M7	Y2M8
REVENUE										
Retail Revenue										
Flower (3.5g)										
Flower (7g)										
Pre-Roll 5-pack (3.5g)										
Bulk Flower Trim (7g)										
Vaporizer Cartridges (500mg)										
Extracts (500mg)										
Edibles (100mg)										
Beverages (100mg)										
Other Cannabis Products (100mg)										
Non-Cannabis Goods										
(LESS) Discounts										
Delivery Revenue										
Flower (3.5g)										
Flower (7g)										
Pre-Roll 5-pack (3.5g)										
Bulk Flower Trim (7g)										
Vaporizer Cartridges (500mg)										
Extracts (500mg)										
Edibles (100mg)										
Beverages (100mg)										
Other Cannabis Products (100mg)										
Non-Cannabis Goods										
(LESS) Discounts										
Total Revenue										
COST OF GOODS SOLD										
Wholesale Retail Product Cost										
Wholesale Delivery Product Cost										
(LESS) Total Cost of Goods Sold										

Gross Profit										
EXPENSES										
Startup Expenses										
Beginning Inventory										
Equipment										$97,750
Facility Acquisition and Improvements						$64,375	$64,375	$64,375	$64,375	$64,375
Furniture and Fixtures										$19,150
Marketing and Advertising										
Pre-Operational Staffing										
State and Local License Procurement										
Startup Cost Contingency					$10,966	$10,966	$10,966	$10,966	$10,966	$10,966
Operating Expenses										
Annual Licensing										
Facility and Vehicle Maintenance										
Insurance										
Marketing & Sales										
Memberships & Certifications										
Miscellaneous										
Operating Contingency										
Personnel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$10,833
Professional Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Property Rent										
Security Monitoring & Software										
Software, Phone & Internet										
Supplies										
Utilities										
Waste/Janitorial										
(LESS) Total Startup and Operating Expenses	$0	$0	$0	$0	$10,966	$75,341	$75,341	$75,341	$75,341	$203,074
Net Operating Income	$0	$0	$0	$0	($10,966)	($75,341)	($75,341)	($75,341)	($75,341)	($203,074)
NON-OPERATING EXPENSES										
Corporate Taxes										
Federal Tax										
State Tax										
Local Tax										
Depreciation										
Depreciation Expense										
Interest										
Interest Payment										
(LESS) Total Interest, Tax, Depreciation Expense	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Income/Loss	$0	$0	$0	$0	($10,966)	($75,341)	($75,341)	($75,341)	($75,341)	($203,074)

Breakeven Analysis	($80,000)	($80,000)	($80,000)	($80,000)	($90,966)	($166,307)	($241,647)	($316,988)	($392,329)	($595,403)

Depreciation Calculator										
Total Asset Value										
Monthly Asset Depreciation										

Loan Repayment and Interest Calculator										
Monthly Starting Loan Balance				$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000
Monthly Loan Repayment										
Monthly Ending Loan Balance				$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000
Monthly Interest Payments										

	21	22	23	24	25	26	27	28	29	30
			Open Operation First Sale		FY3					
	Y2M9	Y2M10	Y2M11	Y2M12	Y3M1	Y3M2	Y3M3	Y3M4	Y3M5	Y3M6
REVENUE										
			1,912.89	1,912.89	2,391.11	2,391.11	2,391.11	2,391.11	2,391.11	2,391.11
Retail Revenue										
Flower (3.5g)			$41,451	$41,451	$47,668	$47,668	$47,668	$47,668	$47,668	$75,134
Flower (7g)			$19,506	$19,506	$22,432	$22,432	$22,432	$22,432	$22,432	$35,357
Pre-Roll 5-pack (3.5g)			$34,136	$34,136	$39,256	$39,256	$39,256	$39,256	$39,256	$61,875
Bulk Flower Trim (7g)			$29,259	$29,259	$33,648	$33,648	$33,648	$33,648	$33,648	$53,036
Vaporizer Cartridges (500mg)			$36,574	$36,574	$42,060	$42,060	$42,060	$42,060	$42,060	$66,294
Extracts (500mg)			$34,136	$34,136	$39,256	$39,256	$39,256	$39,256	$39,256	$61,875
Edibles (100mg)			$21,944	$21,944	$25,236	$25,236	$25,236	$25,236	$25,236	$39,777
Beverages (100mg)			$7,315	$7,315	$8,412	$8,412	$8,412	$8,412	$8,412	$13,259
Other Cannabis Products (100mg)			$17,068	$17,068	$19,628	$19,628	$19,628	$19,628	$19,628	$30,937
Non-Cannabis Goods			$17,068	$17,068	$19,628	$19,628	$19,628	$19,628	$19,628	$30,937
(LESS) Discounts			($3,877)	($3,877)	($4,458)	($4,458)	($4,458)	($4,458)	($4,458)	($7,027)
Delivery Revenue										
Flower (3.5g)			$51,879	$51,879	$59,661	$59,661	$59,661	$59,661	$59,661	$59,661
Flower (7g)			$24,414	$24,414	$28,076	$28,076	$28,076	$28,076	$28,076	$28,076
Pre-Roll 5-pack (3.5g)			$42,724	$42,724	$49,133	$49,133	$49,133	$49,133	$49,133	$49,133
Bulk Flower Trim (7g)			$36,621	$36,621	$42,114	$42,114	$42,114	$42,114	$42,114	$42,114
Vaporizer Cartridges (500mg)			$45,776	$45,776	$52,642	$52,642	$52,642	$52,642	$52,642	$52,642
Extracts (500mg)			$42,724	$42,724	$49,133	$49,133	$49,133	$49,133	$49,133	$49,133
Edibles (100mg)			$27,466	$27,466	$31,585	$31,585	$31,585	$31,585	$31,585	$31,585
Beverages (100mg)			$9,155	$9,155	$10,528	$10,528	$10,528	$10,528	$10,528	$10,528
Other Cannabis Products (100mg)			$21,362	$21,362	$24,566	$24,566	$24,566	$24,566	$24,566	$24,566
Non-Cannabis Goods			$3,052	$3,052	$3,509	$3,509	$3,509	$3,509	$3,509	$3,509
(LESS) Discounts			($4,578)	($4,578)	($5,264)	($5,264)	($5,264)	($5,264)	($5,264)	($5,264)
Total Revenue			$555,174	$555,174	$638,451	$638,451	$638,451	$638,451	$638,451	$807,138
COST OF GOODS SOLD										
Wholesale Retail Product Cost			$114,561	$114,561	$131,745	$131,745	$131,745	$131,745	$131,745	$207,654
Wholesale Delivery Product Cost			$135,268	$135,268	$155,558	$155,558	$155,558	$155,558	$155,558	$155,558
(LESS) Total Cost of Goods Sold			$249,828	$249,828	$287,303	$287,303	$287,303	$287,303	$287,303	$363,212

Gross Profit			$305,346	$305,346	$351,148	$351,148	$351,148	$351,148	$351,148	$443,926
EXPENSES										
Startup Expenses										
Beginning Inventory		$247,050								
Equipment	$97,750									
Facility Acquisition and Improvements	$64,375									
Furniture and Fixtures	$19,150									
Marketing and Advertising		$40,000								
Pre-Operational Staffing		$98,180								
State and Local License Procurement		$1,500								
Startup Cost Contingency	$10,966	$10,966								
Operating Expenses										
Annual Licensing								$5,000		
Facility and Vehicle Maintenance			$2,500	$2,500	$2,650	$2,650	$2,650	$2,650	$2,650	$2,650
Insurance			$4,000	$4,000	$4,240	$4,240	$4,240	$4,240	$4,240	$4,240
Marketing & Sales			$30,000	$30,000	$31,800	$31,800	$31,800	$31,800	$31,800	$31,800
Memberships & Certifications			$800	$800	$848	$848	$848	$848	$848	$848
Miscellaneous			$3,500	$3,500	$3,710	$3,710	$3,710	$3,710	$3,710	$3,710
Operating Contingency			$12,494	$12,494	$13,243	$13,243	$13,243	$13,243	$13,243	$13,243
Personnel	$10,833	$53,265	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680
Professional Services	$0	$0	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500
Property Rent			$4,375	$4,375	$4,638	$4,638	$4,638	$4,638	$4,638	$4,638
Security Monitoring & Software			$1,500	$1,500	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590
Software, Phone & Internet			$2,500	$2,500	$2,650	$2,650	$2,650	$2,650	$2,650	$2,650
Supplies			$1,500	$1,500	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590
Utilities			$1,000	$1,000	$1,060	$1,060	$1,060	$1,060	$1,060	$1,060
Waste/Janitorial			$900	$900	$954	$954	$954	$954	$954	$954
(LESS) Total Startup and Operating Expenses	$203,074	$450,961	$168,249	$168,249	$172,153	$172,153	$172,153	$177,153	$172,153	$172,153
Net Operating Income	($203,074)	($450,961)	$137,097	$137,097	$178,995	$178,995	$178,995	$173,995	$178,995	$271,772
NON-OPERATING EXPENSES										
Corporate Taxes										
Federal Tax			$64,123	$64,123	$73,741	$73,741	$73,741	$73,741	$73,741	$93,224
State Tax			$9,425	$9,425	$12,306	$12,306	$12,306	$11,962	$12,306	$18,684
Local Tax			$0	$0	$0	$0	$0	$0	$0	$0
Depreciation										
Depreciation Expense			$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Interest										
Interest Payment			$20,000	$19,557	$19,108	$18,653	$18,193	$17,727	$17,256	$16,778
(LESS) Total Interest, Tax, Depreciation Expense	$0	$0	$76,331	$76,331	$88,830	$88,830	$88,830	$88,487	$88,830	$114,692
Net Income/Loss	($203,074)	($450,961)	$60,765	$60,765	$90,164	$90,164	$90,164	$85,508	$90,164	$157,080
Breakeven Analysis	($798,477)	($1,249,438)	($1,188,673)	($1,127,908)	($1,037,743)	($947,579)	($857,414)	($771,906)	($681,742)	($524,662)
Depreciation Calculator										
Total Asset Value		$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800
Monthly Asset Depreciation			$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Loan Repayment and Interest Calculator										
Monthly Starting Loan Balance	$1,600,000	$1,600,000	$1,600,000	$1,564,535	$1,528,628	$1,492,271	$1,455,460	$1,418,189	$1,380,451	$1,342,242
Monthly Loan Repayment			($35,465)	($35,908)	($36,357)	($36,811)	($37,271)	($37,737)	($38,209)	($38,686)
Monthly Ending Loan Balance	$1,600,000	$1,600,000	$1,564,535	$1,528,628	$1,492,271	$1,455,460	$1,418,189	$1,380,451	$1,342,242	$1,303,556
Monthly Interest Payments			($20,000)	($19,557)	($19,108)	($18,653)	($18,193)	($17,727)	($17,256)	($16,778)

							FY4			
	31	32	33	34	35	36	37	38	39	40
	Y3M7	Y3M8	Y3M9	Y3M10	Y3M11	Y3M12	Y4M1	Y4M2	Y4M3	Y4M4
REVENUE										
	2,391.11	2,391.11	2,391.11	2,391.11	2,391.11	2,391.11	2,749.78	2,749.78	2,749.78	2,749.78
Retail Revenue										
Flower (3.5g)	$47,668	$47,668	$75,134	$47,668	$47,668	$47,668	$49,337	$49,337	$49,337	$49,337
Flower (7g)	$22,432	$22,432	$35,357	$22,432	$22,432	$22,432	$23,217	$23,217	$23,217	$23,217
Pre-Roll 5-pack (3.5g)	$39,256	$39,256	$61,875	$39,256	$39,256	$39,256	$40,630	$40,630	$40,630	$40,630
Bulk Flower Trim (7g)	$33,648	$33,648	$53,036	$33,648	$33,648	$33,648	$34,826	$34,826	$34,826	$34,826
Vaporizer Cartridges (500mg)	$42,060	$42,060	$66,294	$42,060	$42,060	$42,060	$43,532	$43,532	$43,532	$43,532
Extracts (500mg)	$39,256	$39,256	$61,875	$39,256	$39,256	$39,256	$40,630	$40,630	$40,630	$40,630
Edibles (100mg)	$25,236	$25,236	$39,777	$25,236	$25,236	$25,236	$26,119	$26,119	$26,119	$26,119
Beverages (100mg)	$8,412	$8,412	$13,259	$8,412	$8,412	$8,412	$8,706	$8,706	$8,706	$8,706
Other Cannabis Products (100mg)	$19,628	$19,628	$30,937	$19,628	$19,628	$19,628	$20,315	$20,315	$20,315	$20,315
Non-Cannabis Goods	$19,628	$19,628	$30,937	$19,628	$19,628	$19,628	$20,315	$20,315	$20,315	$20,315
(LESS) Discounts	($4,458)	($4,458)	($7,027)	($4,458)	($4,458)	($4,458)	($4,614)	($4,614)	($4,614)	($4,614)
Delivery Revenue										
Flower (3.5g)	$59,661	$59,661	$59,661	$59,661	$59,661	$59,661	$61,749	$61,749	$61,749	$61,749
Flower (7g)	$28,076	$28,076	$28,076	$28,076	$28,076	$28,076	$29,059	$29,059	$29,059	$29,059
Pre-Roll 5-pack (3.5g)	$49,133	$49,133	$49,133	$49,133	$49,133	$49,133	$50,852	$50,852	$50,852	$50,852
Bulk Flower Trim (7g)	$42,114	$42,114	$42,114	$42,114	$42,114	$42,114	$43,588	$43,588	$43,588	$43,588
Vaporizer Cartridges (500mg)	$52,642	$52,642	$52,642	$52,642	$52,642	$52,642	$54,485	$54,485	$54,485	$54,485
Extracts (500mg)	$49,133	$49,133	$49,133	$49,133	$49,133	$49,133	$50,852	$50,852	$50,852	$50,852
Edibles (100mg)	$31,585	$31,585	$31,585	$31,585	$31,585	$31,585	$32,691	$32,691	$32,691	$32,691
Beverages (100mg)	$10,528	$10,528	$10,528	$10,528	$10,528	$10,528	$10,897	$10,897	$10,897	$10,897
Other Cannabis Products (100mg)	$24,566	$24,566	$24,566	$24,566	$24,566	$24,566	$25,426	$25,426	$25,426	$25,426
Non-Cannabis Goods	$3,509	$3,509	$3,509	$3,509	$3,509	$3,509	$3,632	$3,632	$3,632	$3,632
(LESS) Discounts	($5,264)	($5,264)	($5,264)	($5,264)	($5,264)	($5,264)	($5,448)	($5,448)	($5,448)	($5,448)
Total Revenue	$638,451	$638,451	$807,138	$638,451	$638,451	$638,451	$660,796	$660,796	$660,796	$660,796
COST OF GOODS SOLD										
Wholesale Retail Product Cost	$131,745	$131,745	$207,654	$131,745	$131,745	$131,745	$136,356	$136,356	$136,356	$136,356
Wholesale Delivery Product Cost	$155,558	$155,558	$155,558	$155,558	$155,558	$155,558	$161,002	$161,002	$161,002	$161,002
(LESS) Total Cost of Goods Sold	$287,303	$287,303	$363,212	$287,303	$287,303	$287,303	$297,358	$297,358	$297,358	$297,358

Gross Profit	$351,148	$351,148	$443,926	$351,148	$351,148	$351,148	$363,438	$363,438	$363,438	$363,438
EXPENSES										
Startup Expenses										
Beginning Inventory										
Equipment										
Facility Acquisition and Improvements										
Furniture and Fixtures										
Marketing and Advertising										
Pre-Operational Staffing										
State and Local License Procurement										
Startup Cost Contingency										
Operating Expenses										
Annual Licensing										$5,000
Facility and Vehicle Maintenance	$2,650	$2,650	$2,650	$2,650	$2,650	$2,650	$2,809	$2,809	$2,809	$2,809
Insurance	$4,240	$4,240	$4,240	$4,240	$4,240	$4,240	$4,494	$4,494	$4,494	$4,494
Marketing & Sales	$31,800	$31,800	$31,800	$31,800	$31,800	$31,800	$33,708	$33,708	$33,708	$33,708
Memberships & Certifications	$848	$848	$848	$848	$848	$848	$899	$899	$899	$899
Miscellaneous	$3,710	$3,710	$3,710	$3,710	$3,710	$3,710	$3,933	$3,933	$3,933	$3,933
Operating Contingency	$13,243	$13,243	$13,243	$13,243	$13,243	$13,243	$14,038	$14,038	$14,038	$14,038
Personnel	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680
Professional Services	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500
Property Rent	$4,638	$4,638	$4,638	$4,638	$4,638	$4,638	$4,916	$4,916	$4,916	$4,916
Security Monitoring & Software	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590	$1,685	$1,685	$1,685	$1,685
Software, Phone & Internet	$2,650	$2,650	$2,650	$2,650	$2,650	$2,650	$2,809	$2,809	$2,809	$2,809
Supplies	$1,590	$1,590	$1,590	$1,590	$1,590	$1,590	$1,685	$1,685	$1,685	$1,685
Utilities	$1,060	$1,060	$1,060	$1,060	$1,060	$1,060	$1,124	$1,124	$1,124	$1,124
Waste/Janitorial	$954	$954	$954	$954	$954	$954	$1,011	$1,011	$1,011	$1,011
(LESS) Total Startup and Operating Expenses	$172,153	$172,153	$172,153	$172,153	$172,153	$172,153	$176,292	$176,292	$176,292	$181,292
Net Operating Income	$178,995	$178,995	$271,772	$178,995	$178,995	$178,995	$187,146	$187,146	$187,146	$182,146
NON-OPERATING EXPENSES										
Corporate Taxes										
Federal Tax	$73,741	$73,741	$93,224	$73,741	$73,741	$73,741	$76,322	$76,322	$76,322	$76,322
State Tax	$12,306	$12,306	$18,684	$12,306	$12,306	$12,306	$12,866	$12,866	$12,866	$12,523
Local Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation										
Depreciation Expense	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Interest										
Interest Payment	$16,294	$15,805	$15,309	$14,807	$14,299	$13,784	$13,263	$12,736	$12,202	$11,661
(LESS) Total Interest, Tax, Depreciation Expense	$88,830	$88,830	$114,692	$88,830	$88,830	$88,830	$91,972	$91,972	$91,972	$91,628
Net Income/Loss	$90,164	$90,164	$157,080	$90,164	$90,164	$90,164	$95,175	$95,175	$95,175	$90,519

Breakeven Analysis	($434,497)	($344,333)	($187,253)	($97,088)	($6,924)	$83,240	$178,415	$273,590	$368,765	$459,283

Depreciation Calculator										
Total Asset Value	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800
Monthly Asset Depreciation	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783

Loan Repayment and Interest Calculator										
Monthly Starting Loan Balance	$1,303,556	$1,264,386	$1,224,726	$1,184,571	$1,143,913	$1,102,748	$1,061,068	$1,018,866	$976,138	$932,875
Monthly Loan Repayment	($39,170)	($39,660)	($40,155)	($40,657)	($41,166)	($41,680)	($42,201)	($42,729)	($43,263)	($43,804)
Monthly Ending Loan Balance	$1,264,386	$1,224,726	$1,184,571	$1,143,913	$1,102,748	$1,061,068	$1,018,866	$976,138	$932,875	$889,071
Monthly Interest Payments	($16,294)	($15,805)	($15,309)	($14,807)	($14,299)	($13,784)	($13,263)	($12,736)	($12,202)	($11,661)

									FY5	0.0192
	41	42	43	44	45	46	47	48	49	50
	Y4M5	Y4M6	Y4M7	Y4M8	Y4M9	Y4M10	Y4M11	Y4M12	Y5M1	Y5M2
REVENUE										
	2,749.78	2,749.78	2,749.78	2,749.78	2,749.78	2,749.78	2,749.78	2,749.78	3,079.75	3,079.75
Retail Revenue										
Flower (3.5g)	$49,337	$77,763	$49,337	$49,337	$77,763	$49,337	$49,337	$49,337	$50,284	$50,284
Flower (7g)	$23,217	$36,595	$23,217	$23,217	$36,595	$23,217	$23,217	$23,217	$23,663	$23,663
Pre-Roll 5-pack (3.5g)	$40,630	$64,040	$40,630	$40,630	$64,040	$40,630	$40,630	$40,630	$41,410	$41,410
Bulk Flower Trim (7g)	$34,826	$54,892	$34,826	$34,826	$54,892	$34,826	$34,826	$34,826	$35,494	$35,494
Vaporizer Cartridges (500mg)	$43,532	$68,615	$43,532	$43,532	$68,615	$43,532	$43,532	$43,532	$44,368	$44,368
Extracts (500mg)	$40,630	$64,040	$40,630	$40,630	$64,040	$40,630	$40,630	$40,630	$41,410	$41,410
Edibles (100mg)	$26,119	$41,169	$26,119	$26,119	$41,169	$26,119	$26,119	$26,119	$26,621	$26,621
Beverages (100mg)	$8,706	$13,723	$8,706	$8,706	$13,723	$8,706	$8,706	$8,706	$8,874	$8,874
Other Cannabis Products (100mg)	$20,315	$32,020	$20,315	$20,315	$32,020	$20,315	$20,315	$20,315	$20,705	$20,705
Non-Cannabis Goods	$20,315	$32,020	$20,315	$20,315	$32,020	$20,315	$20,315	$20,315	$20,705	$20,705
(LESS) Discounts	($4,614)	($7,273)	($4,614)	($4,614)	($7,273)	($4,614)	($4,614)	($4,614)	($4,703)	($4,703)
Delivery Revenue										
Flower (3.5g)	$61,749	$61,749	$61,749	$61,749	$61,749	$61,749	$61,749	$61,749	$62,935	$62,935
Flower (7g)	$29,059	$29,059	$29,059	$29,059	$29,059	$29,059	$29,059	$29,059	$29,616	$29,616
Pre-Roll 5-pack (3.5g)	$50,852	$50,852	$50,852	$50,852	$50,852	$50,852	$50,852	$50,852	$51,829	$51,829
Bulk Flower Trim (7g)	$43,588	$43,588	$43,588	$43,588	$43,588	$43,588	$43,588	$43,588	$44,425	$44,425
Vaporizer Cartridges (500mg)	$54,485	$54,485	$54,485	$54,485	$54,485	$54,485	$54,485	$54,485	$55,531	$55,531
Extracts (500mg)	$50,852	$50,852	$50,852	$50,852	$50,852	$50,852	$50,852	$50,852	$51,829	$51,829
Edibles (100mg)	$32,691	$32,691	$32,691	$32,691	$32,691	$32,691	$32,691	$32,691	$33,319	$33,319
Beverages (100mg)	$10,897	$10,897	$10,897	$10,897	$10,897	$10,897	$10,897	$10,897	$11,106	$11,106
Other Cannabis Products (100mg)	$25,426	$25,426	$25,426	$25,426	$25,426	$25,426	$25,426	$25,426	$25,914	$25,914
Non-Cannabis Goods	$3,632	$3,632	$3,632	$3,632	$3,632	$3,632	$3,632	$3,632	$3,702	$3,702
(LESS) Discounts	($5,448)	($5,448)	($5,448)	($5,448)	($5,448)	($5,448)	($5,448)	($5,448)	($5,553)	($5,553)
Total Revenue	$660,796	$835,387	$660,796	$660,796	$835,387	$660,796	$660,796	$660,796	$673,484	$673,484
COST OF GOODS SOLD										
Wholesale Retail Product Cost	$136,356	$214,922	$136,356	$136,356	$214,922	$136,356	$136,356	$136,356	$138,974	$138,974
Wholesale Delivery Product Cost	$161,002	$161,002	$161,002	$161,002	$161,002	$161,002	$161,002	$161,002	$164,094	$164,094
(LESS) Total Cost of Goods Sold	$297,358	$375,924	$297,358	$297,358	$375,924	$297,358	$297,358	$297,358	$303,068	$303,068

Gross Profit	$363,438	$459,463	$363,438	$363,438	$459,463	$363,438	$363,438	$363,438	$370,416	$370,416
EXPENSES										
Startup Expenses										
Beginning Inventory										
Equipment										
Facility Acquisition and Improvements										
Furniture and Fixtures										
Marketing and Advertising										
Pre-Operational Staffing										
State and Local License Procurement										
Startup Cost Contingency										
Operating Expenses										
Annual Licensing										
Facility and Vehicle Maintenance	$2,809	$2,809	$2,809	$2,809	$2,809	$2,809	$2,809	$2,809	$2,978	$2,978
Insurance	$4,494	$4,494	$4,494	$4,494	$4,494	$4,494	$4,494	$4,494	$4,764	$4,764
Marketing & Sales	$33,708	$33,708	$33,708	$33,708	$33,708	$33,708	$33,708	$33,708	$35,730	$35,730
Memberships & Certifications	$899	$899	$899	$899	$899	$899	$899	$899	$953	$953
Miscellaneous	$3,933	$3,933	$3,933	$3,933	$3,933	$3,933	$3,933	$3,933	$4,169	$4,169
Operating Contingency	$14,038	$14,038	$14,038	$14,038	$14,038	$14,038	$14,038	$14,038	$14,880	$14,880
Personnel	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680
Professional Services	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500
Property Rent	$4,916	$4,916	$4,916	$4,916	$4,916	$4,916	$4,916	$4,916	$5,211	$5,211
Security Monitoring & Software	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685	$1,787	$1,787
Software, Phone & Internet	$2,809	$2,809	$2,809	$2,809	$2,809	$2,809	$2,809	$2,809	$2,978	$2,978
Supplies	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685	$1,685	$1,787	$1,787
Utilities	$1,124	$1,124	$1,124	$1,124	$1,124	$1,124	$1,124	$1,124	$1,191	$1,191
Waste/Janitorial	$1,011	$1,011	$1,011	$1,011	$1,011	$1,011	$1,011	$1,011	$1,072	$1,072
(LESS) Total Startup and Operating Expenses	$176,292	$176,292	$176,292	$176,292	$176,292	$176,292	$176,292	$176,292	$180,678	$180,678
Net Operating Income	$187,146	$283,172	$187,146	$187,146	$283,172	$187,146	$187,146	$187,146	$189,738	$189,738
NON-OPERATING EXPENSES										
Corporate Taxes										
Federal Tax	$76,322	$96,487	$76,322	$76,322	$96,487	$76,322	$76,322	$76,322	$77,787	$77,787
State Tax	$12,866	$19,468	$12,866	$12,866	$19,468	$12,866	$12,866	$12,866	$13,044	$13,044
Local Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation										
Depreciation Expense	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Interest										
Interest Payment	$11,113	$10,559	$9,998	$9,429	$8,854	$8,271	$7,681	$7,084	$6,479	$5,867
(LESS) Total Interest, Tax, Depreciation Expense	$91,972	$118,739	$91,972	$91,972	$118,739	$91,972	$91,972	$91,972	$93,615	$93,615
Net Income/Loss	$95,175	$164,433	$95,175	$95,175	$164,433	$95,175	$95,175	$95,175	$96,123	$96,123
Breakeven Analysis	$554,458	$718,891	$814,066	$909,240	$1,073,673	$1,168,848	$1,264,023	$1,359,198	$1,455,320	$1,551,443
Depreciation Calculator										
Total Asset Value	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800
Monthly Asset Depreciation	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Loan Repayment and Interest Calculator										
Monthly Starting Loan Balance	$889,071	$844,720	$799,815	$754,348	$708,313	$661,702	$614,509	$566,726	$518,345	$469,360
Monthly Loan Repayment	($44,351)	($44,906)	($45,467)	($46,035)	($46,611)	($47,193)	($47,783)	($48,380)	($48,985)	($49,598)
Monthly Ending Loan Balance	$844,720	$799,815	$754,348	$708,313	$661,702	$614,509	$566,726	$518,345	$469,360	$419,762
Monthly Interest Payments	($11,113)	($10,559)	($9,998)	($9,429)	($8,854)	($8,271)	($7,681)	($7,084)	($6,479)	($5,867)

	51	52	53	54	55	56	57	58	59	60
	Y5M3	Y5M4	Y5M5	Y5M6	Y5M7	Y5M8	Y5M9	Y5M10	Y5M11	Y5M12
REVENUE										
	3,079.75	3,079.75	3,079.75	3,079.75	3,079.75	3,079.75	3,079.75	3,079.75	3,079.75	3,079.75
Retail Revenue										
Flower (3.5g)	$50,284	$50,284	$50,284	$79,256	$50,284	$50,284	$79,256	$50,284	$50,284	$50,284
Flower (7g)	$23,663	$23,663	$23,663	$37,297	$23,663	$23,663	$37,297	$23,663	$23,663	$23,663
Pre-Roll 5-pack (3.5g)	$41,410	$41,410	$41,410	$65,270	$41,410	$41,410	$65,270	$41,410	$41,410	$41,410
Bulk Flower Trim (7g)	$35,494	$35,494	$35,494	$55,946	$35,494	$35,494	$55,946	$35,494	$35,494	$35,494
Vaporizer Cartridges (500mg)	$44,368	$44,368	$44,368	$69,932	$44,368	$44,368	$69,932	$44,368	$44,368	$44,368
Extracts (500mg)	$41,410	$41,410	$41,410	$65,270	$41,410	$41,410	$65,270	$41,410	$41,410	$41,410
Edibles (100mg)	$26,621	$26,621	$26,621	$41,959	$26,621	$26,621	$41,959	$26,621	$26,621	$26,621
Beverages (100mg)	$8,874	$8,874	$8,874	$13,986	$8,874	$8,874	$13,986	$8,874	$8,874	$8,874
Other Cannabis Products (100mg)	$20,705	$20,705	$20,705	$32,635	$20,705	$20,705	$32,635	$20,705	$20,705	$20,705
Non-Cannabis Goods	$20,705	$20,705	$20,705	$32,635	$20,705	$20,705	$32,635	$20,705	$20,705	$20,705
(LESS) Discounts	($4,703)	($4,703)	($4,703)	($7,413)	($4,703)	($4,703)	($7,413)	($4,703)	($4,703)	($4,703)
Delivery Revenue										
Flower (3.5g)	$62,935	$62,935	$62,935	$62,935	$62,935	$62,935	$62,935	$62,935	$62,935	$62,935
Flower (7g)	$29,616	$29,616	$29,616	$29,616	$29,616	$29,616	$29,616	$29,616	$29,616	$29,616
Pre-Roll 5-pack (3.5g)	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829
Bulk Flower Trim (7g)	$44,425	$44,425	$44,425	$44,425	$44,425	$44,425	$44,425	$44,425	$44,425	$44,425
Vaporizer Cartridges (500mg)	$55,531	$55,531	$55,531	$55,531	$55,531	$55,531	$55,531	$55,531	$55,531	$55,531
Extracts (500mg)	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829	$51,829
Edibles (100mg)	$33,319	$33,319	$33,319	$33,319	$33,319	$33,319	$33,319	$33,319	$33,319	$33,319
Beverages (100mg)	$11,106	$11,106	$11,106	$11,106	$11,106	$11,106	$11,106	$11,106	$11,106	$11,106
Other Cannabis Products (100mg)	$25,914	$25,914	$25,914	$25,914	$25,914	$25,914	$25,914	$25,914	$25,914	$25,914
Non-Cannabis Goods	$3,702	$3,702	$3,702	$3,702	$3,702	$3,702	$3,702	$3,702	$3,702	$3,702
(LESS) Discounts	($5,553)	($5,553)	($5,553)	($5,553)	($5,553)	($5,553)	($5,553)	($5,553)	($5,553)	($5,553)
Total Revenue	$673,484	$673,484	$673,484	$851,427	$673,484	$673,484	$851,427	$673,484	$673,484	$673,484
COST OF GOODS SOLD										
Wholesale Retail Product Cost	$138,974	$138,974	$138,974	$219,048	$138,974	$138,974	$219,048	$138,974	$138,974	$138,974
Wholesale Delivery Product Cost	$164,094	$164,094	$164,094	$164,094	$164,094	$164,094	$164,094	$164,094	$164,094	$164,094
(LESS) Total Cost of Goods Sold	$303,068	$303,068	$303,068	$383,142	$303,068	$303,068	$383,142	$303,068	$303,068	$303,068

Gross Profit	$370,416	$370,416	$370,416	$468,285	$370,416	$370,416	$468,285	$370,416	$370,416	$370,416
EXPENSES										
Startup Expenses										
Beginning Inventory										
Equipment										
Facility Acquisition and Improvements										
Furniture and Fixtures										
Marketing and Advertising										
Pre-Operational Staffing										
State and Local License Procurement										
Startup Cost Contingency										
Operating Expenses										
Annual Licensing		$5,000								
Facility and Vehicle Maintenance	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978
Insurance	$4,764	$4,764	$4,764	$4,764	$4,764	$4,764	$4,764	$4,764	$4,764	$4,764
Marketing & Sales	$35,730	$35,730	$35,730	$35,730	$35,730	$35,730	$35,730	$35,730	$35,730	$35,730
Memberships & Certifications	$953	$953	$953	$953	$953	$953	$953	$953	$953	$953
Miscellaneous	$4,169	$4,169	$4,169	$4,169	$4,169	$4,169	$4,169	$4,169	$4,169	$4,169
Operating Contingency	$14,880	$14,880	$14,880	$14,880	$14,880	$14,880	$14,880	$14,880	$14,880	$14,880
Personnel	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680	$65,680
Professional Services	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500	$37,500
Property Rent	$5,211	$5,211	$5,211	$5,211	$5,211	$5,211	$5,211	$5,211	$5,211	$5,211
Security Monitoring & Software	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787
Software, Phone & Internet	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978	$2,978
Supplies	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787	$1,787
Utilities	$1,191	$1,191	$1,191	$1,191	$1,191	$1,191	$1,191	$1,191	$1,191	$1,191
Waste/Janitorial	$1,072	$1,072	$1,072	$1,072	$1,072	$1,072	$1,072	$1,072	$1,072	$1,072
(LESS) Total Startup and Operating Expenses	$180,678	$185,678	$180,678	$180,678	$180,678	$180,678	$180,678	$180,678	$180,678	$180,678
Net Operating Income	$189,738	$184,738	$189,738	$287,607	$189,738	$189,738	$287,607	$189,738	$189,738	$189,738
NON-OPERATING EXPENSES										
Corporate Taxes										
Federal Tax	$77,787	$77,787	$77,787	$98,340	$77,787	$77,787	$98,340	$77,787	$77,787	$77,787
State Tax	$13,044	$12,701	$13,044	$19,773	$13,044	$13,044	$19,773	$13,044	$13,044	$13,044
Local Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation										
Depreciation Expense	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Interest										
Interest Payment	$5,247	$4,619	$3,984	$3,340	$2,689	$2,029	$1,361	$685		
(LESS) Total Interest, Tax, Depreciation Expense	$93,615	$93,271	$93,615	$120,896	$93,615	$93,615	$120,896	$93,615	$93,615	$93,615
Net Income/Loss	$96,123	$91,466	$96,123	$166,710	$96,123	$96,123	$166,710	$96,123	$96,123	$96,123
Breakeven Analysis	$1,647,565	$1,739,032	$1,835,154	$2,001,865	$2,097,987	$2,194,110	$2,360,820	$2,456,943	$2,553,065	$2,649,188
Depreciation Calculator										
Total Asset Value	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800
Monthly Asset Depreciation	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Loan Repayment and Interest Calculator										
Monthly Starting Loan Balance	$419,762	$369,545	$318,700	$267,219	$215,095	$162,319	$108,883	$54,780		
Monthly Loan Repayment	($50,217)	($50,845)	($51,481)	($52,124)	($52,776)	($53,436)	($54,103)	($54,780)		
Monthly Ending Loan Balance	$369,545	$318,700	$267,219	$215,095	$162,319	$108,883	$54,780	($0)		
Monthly Interest Payments	($5,247)	($4,619)	($3,984)	($3,340)	($2,689)	($2,029)	($1,361)	($685)		

Monthly Cash Flow

	FY1								Acquire License/Approv	
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
Net Income/Loss	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**$0**
Cash Flow from Operations										
Depreciation										
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**$0**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions	$0									
Revolving Line of Credit										
Loan										
Loan Repayment										
Profit Share										
Total Cash Flow from Financing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Change in Cash	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	$0
Beginning Period Cash	$0	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)
Ending Period Cash	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**($80,000)**

			FY2			Begin Construction/Renovations				
	11	12	13	14	15	16	17	18	19	20
	Y1M11	Y1M12	Y2M1	Y2M2	Y2M3	Y2M4	Y2M5	Y2M6	Y2M7	Y2M8
Net Income/Loss	**$0**	**$0**	**$0**	**$0**	**($10,966)**	**($75,341)**	**($75,341)**	**($75,341)**	**($75,341)**	**($203,074)**
Cash Flow from Operations										
Depreciation										
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$0**	**$0**	**$0**	**$0**	**($10,966)**	**($75,341)**	**($75,341)**	**($75,341)**	**($75,341)**	**($203,074)**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan				$1,600,000						
Loan Repayment										
Profit Share										
Total Cash Flow from Financing	**$0**	**$0**	**$0**	**$1,600,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Change in Cash	$0	$0	$0	$1,600,000	($10,966)	($75,341)	($75,341)	($75,341)	($75,341)	($203,074)
Beginning Period Cash	($80,000)	($80,000)	($80,000)	($80,000)	$1,520,000	$1,509,034	$1,433,693	$1,358,353	$1,283,012	$1,207,671
Ending Period Cash	**($80,000)**	**($80,000)**	**($80,000)**	**$1,520,000**	**$1,509,034**	**$1,433,693**	**$1,358,353**	**$1,283,012**	**$1,207,671**	**$1,004,597**

	21	22	23	24	25	26	27	28	29	30
		Open Operations	First Sale		FY3					
	Y2M9	Y2M10	Y2M11	Y2M12	Y3M1	Y3M2	Y3M3	Y3M4	Y3M5	Y3M6
Net Income/Loss	**($203,074)**	**($450,961)**	**$60,765**	**$60,765**	**$90,164**	**$90,164**	**$90,164**	**$85,508**	**$90,164**	**$157,080**
Cash Flow from Operations										
Depreciation			$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**($203,074)**	**($450,961)**	**$63,549**	**$63,549**	**$92,948**	**$92,948**	**$92,948**	**$88,291**	**$92,948**	**$159,864**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan										
Loan Repayment			($35,465)	($35,908)	($36,357)	($36,811)	($37,271)	($37,737)	($38,209)	($38,686)
Profit Share										
Total Cash Flow from Financing	**$0**	**$0**	**($35,465)**	**($35,908)**	**($36,357)**	**($36,811)**	**($37,271)**	**($37,737)**	**($38,209)**	**($38,686)**
Total Change in Cash	($203,074)	($450,961)	$28,084	$27,641	$56,591	$56,137	$55,676	$50,554	$54,739	$121,177
Beginning Period Cash	$1,004,597	$801,523	$350,562	$378,646	$406,287	$462,878	$519,014	$574,691	$625,245	$679,984
Ending Period Cash	**$801,523**	**$350,562**	**$378,646**	**$406,287**	**$462,878**	**$519,014**	**$574,691**	**$625,245**	**$679,984**	**$801,161**

							FY4			
	31	32	33	34	35	36	37	38	39	40
	Y3M7	Y3M8	Y3M9	Y3M10	Y3M11	Y3M12	Y4M1	Y4M2	Y4M3	Y4M4
Net Income/Loss	**$90,164**	**$90,164**	**$157,080**	**$90,164**	**$90,164**	**$90,164**	**$95,175**	**$95,175**	**$95,175**	**$90,519**
Cash Flow from Operations										
Depreciation	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$92,948**	**$92,948**	**$159,864**	**$92,948**	**$92,948**	**$92,948**	**$97,958**	**$97,958**	**$97,958**	**$93,302**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan										
Loan Repayment	($39,170)	($39,660)	($40,155)	($40,657)	($41,166)	($41,680)	($42,201)	($42,729)	($43,263)	($43,804)
Profit Share										
Total Cash Flow from Financing	**($39,170)**	**($39,660)**	**($40,155)**	**($40,657)**	**($41,166)**	**($41,680)**	**($42,201)**	**($42,729)**	**($43,263)**	**($43,804)**
Total Change in Cash	$53,778	$53,288	$119,708	$52,290	$51,782	$51,267	$55,757	$55,229	$54,695	$49,498
Beginning Period Cash	$801,161	$854,939	$908,227	$1,027,935	$1,080,225	$1,132,007	$1,183,275	$1,239,032	$1,294,261	$1,348,956
Ending Period Cash	**$854,939**	**$908,227**	**$1,027,935**	**$1,080,225**	**$1,132,007**	**$1,183,275**	**$1,239,032**	**$1,294,261**	**$1,348,956**	**$1,398,455**

	41 Y4M5	42 Y4M6	43 Y4M7	44 Y4M8	45 Y4M9	46 Y4M10	47 Y4M11	48 Y4M12	FY5 49 Y5M1	50 Y5M2
Net Income/Loss	**$95,175**	**$164,433**	**$95,175**	**$95,175**	**$164,433**	**$95,175**	**$95,175**	**$95,175**	**$96,123**	**$96,123**
Cash Flow from Operations										
Depreciation	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$97,958**	**$167,216**	**$97,958**	**$97,958**	**$167,216**	**$97,958**	**$97,958**	**$97,958**	**$98,906**	**$98,906**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan										
Loan Repayment	($44,351)	($44,906)	($45,467)	($46,035)	($46,611)	($47,193)	($47,783)	($48,380)	($48,985)	($49,598)
Profit Share										
Total Cash Flow from Financing	**($44,351)**	**($44,906)**	**($45,467)**	**($46,035)**	**($46,611)**	**($47,193)**	**($47,783)**	**($48,380)**	**($48,985)**	**($49,598)**
Total Change in Cash	$53,607	$122,311	$52,491	$51,923	$120,606	$50,765	$50,175	$49,578	$49,921	$49,308
Beginning Period Cash	$1,398,455	$1,452,062	$1,574,372	$1,626,863	$1,678,786	$1,799,392	$1,850,157	$1,900,332	$1,949,909	$1,999,830
Ending Period Cash	**$1,452,062**	**$1,574,372**	**$1,626,863**	**$1,678,786**	**$1,799,392**	**$1,850,157**	**$1,900,332**	**$1,949,909**	**$1,999,830**	**$2,049,138**

	51 Y5M3	52 Y5M4	53 Y5M5	54 Y5M6	55 Y5M7	56 Y5M8	57 Y5M9	58 Y5M10	59 Y5M11	60 Y5M12
Net Income/Loss	**$96,123**	**$91,466**	**$96,123**	**$166,710**	**$96,123**	**$96,123**	**$166,710**	**$96,123**	**$96,123**	**$96,123**
Cash Flow from Operations										
Depreciation	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783	$2,783
Change in Receivables										
Change in Inventory										
Change in Accounts Payable										
Total Cash Flow from Operations	**$98,906**	**$94,250**	**$98,906**	**$169,494**	**$98,906**	**$98,906**	**$169,494**	**$98,906**	**$98,906**	**$98,906**
Cash Flow from Investing										
Capital Expenditures (CAPEX)										
Land Purchase										
Total Cash Flow from Investing	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Flow from Financing										
Revolver Issuance / Repayment										
Owner Contributions										
Revolving Line of Credit										
Loan										
Loan Repayment	($50,217)	($50,845)	($51,481)	($52,124)	($52,776)	($53,436)	($54,103)	($54,780)		
Profit Share										
Total Cash Flow from Financing	**($50,217)**	**($50,845)**	**($51,481)**	**($52,124)**	**($52,776)**	**($53,436)**	**($54,103)**	**($54,780)**	**$0**	**$0**
Total Change in Cash	$48,688	$43,404	$47,425	$117,369	$46,130	$45,470	$115,390	$44,126	$98,906	$98,906
Beginning Period Cash	$2,049,138	$2,097,827	$2,141,231	$2,188,656	$2,306,026	$2,352,156	$2,397,626	$2,513,017	$2,557,143	$2,656,049
Ending Period Cash	**$2,097,827**	**$2,141,231**	**$2,188,656**	**$2,306,026**	**$2,352,156**	**$2,397,626**	**$2,513,017**	**$2,557,143**	**$2,656,049**	**$2,754,955**

Monthly Balance Sheet

	FY1								Acquire License/Approv	
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
ASSETS										
Current Assets										
Cash	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	($80,000)
Receivables										
Inventory										
Total Current Assets	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	($80,000)
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accumulated Depreciation of PPE	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PP&E, net	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Long Term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Assets	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**($80,000)**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Long-Term Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Liabilities	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	$0	$0	$0	$0	$0	$0	$0	$0	($80,000)	($80,000)
Total Equity	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**($80,000)**
Total Liabilities & Equity	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($80,000)**	**($80,000)**
Balance Check	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

	FY1								Acquire License/Approv	
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10

			FY2			Begin Construction/Renovations				
	11	12	13	14	15	16	17	18	19	20
	Y1M11	Y1M12	Y2M1	Y2M2	Y2M3	Y2M4	Y2M5	Y2M6	Y2M7	Y2M8
ASSETS										
Current Assets										
Cash	($80,000)	($80,000)	($80,000)	$1,520,000	$1,509,034	$1,433,693	$1,358,353	$1,283,012	$1,207,671	$1,004,597
Receivables										
Inventory										
Total Current Assets	($80,000)	($80,000)	($80,000)	$1,520,000	$1,509,034	$1,433,693	$1,358,353	$1,283,012	$1,207,671	$1,004,597
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$0	$0	$0	$0	$0	$0	$0	$0	$0	$116,900
Accumulated Depreciation of PPE	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PP&E, net	$0	$0	$0	$0	$0	$0	$0	$0	$0	$116,900
Total Long Term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$116,900
Total Assets	**($80,000)**	**($80,000)**	**($80,000)**	**$1,520,000**	**$1,509,034**	**$1,433,693**	**$1,358,353**	**$1,283,012**	**$1,207,671**	**$1,121,497**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$0	$0	$0	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000
Total Long-Term Liabilities	$0	$0	$0	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000
Total Liabilities	**$0**	**$0**	**$0**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$1,600,000**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	($80,000)	($80,000)	($80,000)	($80,000)	($90,966)	($166,307)	($241,647)	($316,988)	($392,329)	($595,403)
Total Equity	**($80,000)**	**($80,000)**	**($80,000)**	**($80,000)**	**($90,966)**	**($166,307)**	**($241,647)**	**($316,988)**	**($392,329)**	**($595,403)**
Total Liabilities & Equity	**($80,000)**	**($80,000)**	**($80,000)**	**$1,520,000**	**$1,509,034**	**$1,433,693**	**$1,358,353**	**$1,283,012**	**$1,207,671**	**$1,004,597**
Balance Check	$0	$0	$0	$0	$0	$0	$0	$0	$0	$116,900

									Acquire License/Approv	
	FY1									
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10

		Open Operation	First Sale		FY3					
	21	22	23	24	25	26	27	28	29	30
	Y2M9	Y2M10	Y2M11	Y2M12	Y3M1	Y3M2	Y3M3	Y3M4	Y3M5	Y3M6
ASSETS										
Current Assets										
Cash	$801,523	$350,562	$378,646	$406,287	$462,878	$519,014	$574,691	$625,245	$679,984	$801,161
Receivables										
Inventory										
Total Current Assets	$801,523	$350,562	$378,646	$406,287	$462,878	$519,014	$574,691	$625,245	$679,984	$801,161
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800
Accumulated Depreciation of PPE	$0	$0	($2,783)	($5,567)	($8,350)	($11,133)	($13,917)	($16,700)	($19,483)	($22,267)
PP&E, net	$233,800	$233,800	$231,017	$228,233	$225,450	$222,667	$219,883	$217,100	$214,317	$211,533
Total Long Term Assets	$233,800	$233,800	$231,017	$228,233	$225,450	$222,667	$219,883	$217,100	$214,317	$211,533
Total Assets	**$1,035,323**	**$584,362**	**$609,663**	**$634,520**	**$688,328**	**$741,681**	**$794,574**	**$842,345**	**$894,300**	**$1,012,694**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$1,600,000	$1,600,000	$1,564,535	$1,528,628	$1,492,271	$1,455,460	$1,418,189	$1,380,451	$1,342,242	$1,303,556
Total Long-Term Liabilities	$1,600,000	$1,600,000	$1,564,535	$1,528,628	$1,492,271	$1,455,460	$1,418,189	$1,380,451	$1,342,242	$1,303,556
Total Liabilities	**$1,600,000**	**$1,600,000**	**$1,564,535**	**$1,528,628**	**$1,492,271**	**$1,455,460**	**$1,418,189**	**$1,380,451**	**$1,342,242**	**$1,303,556**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	($798,477)	($1,249,438)	($1,188,673)	($1,127,908)	($1,037,743)	($947,579)	($857,414)	($771,906)	($681,742)	($524,662)
Total Equity	**($798,477)**	**($1,249,438)**	**($1,188,673)**	**($1,127,908)**	**($1,037,743)**	**($947,579)**	**($857,414)**	**($771,906)**	**($681,742)**	**($524,662)**
Total Liabilities & Equity	**$801,523**	**$350,562**	**$375,863**	**$400,720**	**$454,528**	**$507,881**	**$560,774**	**$608,545**	**$660,500**	**$778,894**
Balance Check	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800

									Acquire License/Approv	
	FY1									
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
							FY4			
	31	32	33	34	35	36	37	38	39	40
	Y3M7	Y3M8	Y3M9	Y3M10	Y3M11	Y3M12	Y4M1	Y4M2	Y4M3	Y4M4
ASSETS										
Current Assets										
Cash	$854,939	$908,227	$1,027,935	$1,080,225	$1,132,007	$1,183,275	$1,239,032	$1,294,261	$1,348,956	$1,398,455
Receivables										
Inventory										
Total Current Assets	$854,939	$908,227	$1,027,935	$1,080,225	$1,132,007	$1,183,275	$1,239,032	$1,294,261	$1,348,956	$1,398,455
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800
Accumulated Depreciation of PPE	($25,050)	($27,833)	($30,617)	($33,400)	($36,183)	($38,967)	($41,750)	($44,533)	($47,317)	($50,100)
PP&E, net	$208,750	$205,967	$203,183	$200,400	$197,617	$194,833	$192,050	$189,267	$186,483	$183,700
Total Long Term Assets	$208,750	$205,967	$203,183	$200,400	$197,617	$194,833	$192,050	$189,267	$186,483	$183,700
Total Assets	**$1,063,689**	**$1,114,193**	**$1,231,118**	**$1,280,625**	**$1,329,624**	**$1,378,108**	**$1,431,082**	**$1,483,528**	**$1,535,440**	**$1,582,155**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$1,264,386	$1,224,726	$1,184,571	$1,143,913	$1,102,748	$1,061,068	$1,018,866	$976,138	$932,875	$889,071
Total Long-Term Liabilities	$1,264,386	$1,224,726	$1,184,571	$1,143,913	$1,102,748	$1,061,068	$1,018,866	$976,138	$932,875	$889,071
Total Liabilities	**$1,264,386**	**$1,224,726**	**$1,184,571**	**$1,143,913**	**$1,102,748**	**$1,061,068**	**$1,018,866**	**$976,138**	**$932,875**	**$889,071**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	($434,497)	($344,333)	($187,253)	($97,088)	($6,924)	$83,240	$178,415	$273,590	$368,765	$459,283
Total Equity	**($434,497)**	**($344,333)**	**($187,253)**	**($97,088)**	**($6,924)**	**$83,240**	**$178,415**	**$273,590**	**$368,765**	**$459,283**
Total Liabilities & Equity	**$829,889**	**$880,393**	**$997,318**	**$1,046,825**	**$1,095,824**	**$1,144,308**	**$1,197,282**	**$1,249,728**	**$1,301,640**	**$1,348,355**
Balance Check	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800

	FY1								Acquire License/Approv	
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
									FY5	
	41	42	43	44	45	46	47	48	49	50
	Y4M5	Y4M6	Y4M7	Y4M8	Y4M9	Y4M10	Y4M11	Y4M12	Y5M1	Y5M2
ASSETS										
Current Assets										
Cash	$1,452,062	$1,574,372	$1,626,863	$1,678,786	$1,799,392	$1,850,157	$1,900,332	$1,949,909	$1,999,830	$2,049,138
Receivables										
Inventory										
Total Current Assets	$1,452,062	$1,574,372	$1,626,863	$1,678,786	$1,799,392	$1,850,157	$1,900,332	$1,949,909	$1,999,830	$2,049,138
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800
Accumulated Depreciation of PPE	($52,883)	($55,667)	($58,450)	($61,233)	($64,017)	($66,800)	($69,583)	($72,367)	($75,150)	($77,933)
PP&E, net	$180,917	$178,133	$175,350	$172,567	$169,783	$167,000	$164,217	$161,433	$158,650	$155,867
Total Long Term Assets	$180,917	$178,133	$175,350	$172,567	$169,783	$167,000	$164,217	$161,433	$158,650	$155,867
Total Assets	**$1,632,978**	**$1,752,506**	**$1,802,213**	**$1,851,353**	**$1,969,175**	**$2,017,157**	**$2,064,548**	**$2,111,343**	**$2,158,480**	**$2,205,005**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$844,720	$799,815	$754,348	$708,313	$661,702	$614,509	$566,726	$518,345	$469,360	$419,762
Total Long-Term Liabilities	$844,720	$799,815	$754,348	$708,313	$661,702	$614,509	$566,726	$518,345	$469,360	$419,762
Total Liabilities	**$844,720**	**$799,815**	**$754,348**	**$708,313**	**$661,702**	**$614,509**	**$566,726**	**$518,345**	**$469,360**	**$419,762**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	$554,458	$718,891	$814,066	$909,240	$1,073,673	$1,168,848	$1,264,023	$1,359,198	$1,455,320	$1,551,443
Total Equity	**$554,458**	**$718,891**	**$814,066**	**$909,240**	**$1,073,673**	**$1,168,848**	**$1,264,023**	**$1,359,198**	**$1,455,320**	**$1,551,443**
Total Liabilities & Equity	**$1,399,178**	**$1,518,706**	**$1,568,413**	**$1,617,553**	**$1,735,375**	**$1,783,357**	**$1,830,748**	**$1,877,543**	**$1,924,680**	**$1,971,205**
Balance Check	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800

									Acquire License/Approv	
	FY1									
	1	2	3	4	5	6	7	8	9	10
	Y1M1	Y1M2	Y1M3	Y1M4	Y1M5	Y1M6	Y1M7	Y1M8	Y1M9	Y1M10
	51	52	53	54	55	56	57	58	59	60
	Y5M3	Y5M4	Y5M5	Y5M6	Y5M7	Y5M8	Y5M9	Y5M10	Y5M11	Y5M12
ASSETS										
Current Assets										
Cash	$2,097,827	$2,141,231	$2,188,656	$2,306,026	$2,352,156	$2,397,626	$2,513,017	$2,557,143	$2,656,049	$2,754,955
Receivables										
Inventory										
Total Current Assets	$2,097,827	$2,141,231	$2,188,656	$2,306,026	$2,352,156	$2,397,626	$2,513,017	$2,557,143	$2,656,049	$2,754,955
Long-Term Assets										
Property, Plant & Equipment (PPE), Gross	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800
Accumulated Depreciation of PPE	($80,717)	($83,500)	($86,283)	($89,067)	($91,850)	($94,633)	($97,417)	($100,200)	($102,983)	($105,767)
PP&E, net	$153,083	$150,300	$147,517	$144,733	$141,950	$139,167	$136,383	$133,600	$130,817	$128,033
Total Long Term Assets	$153,083	$150,300	$147,517	$144,733	$141,950	$139,167	$136,383	$133,600	$130,817	$128,033
Total Assets	**$2,250,910**	**$2,291,531**	**$2,336,173**	**$2,450,759**	**$2,494,106**	**$2,536,793**	**$2,649,400**	**$2,690,743**	**$2,786,865**	**$2,882,988**
LIABILITIES										
Current Liabilities										
Accounts Payable										
Accrued Expenses										
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Financing/Debt	$369,545	$318,700	$267,219	$215,095	$162,319	$108,883	$54,780	($0)	($0)	($0)
Total Long-Term Liabilities	$369,545	$318,700	$267,219	$215,095	$162,319	$108,883	$54,780	($0)	($0)	($0)
Total Liabilities	**$369,545**	**$318,700**	**$267,219**	**$215,095**	**$162,319**	**$108,883**	**$54,780**	**($0)**	**($0)**	**($0)**
OWNER EQUITY										
Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Retained Earnings	$1,647,565	$1,739,032	$1,835,154	$2,001,865	$2,097,987	$2,194,110	$2,360,820	$2,456,943	$2,553,065	$2,649,188
Total Equity	**$1,647,565**	**$1,739,032**	**$1,835,154**	**$2,001,865**	**$2,097,987**	**$2,194,110**	**$2,360,820**	**$2,456,943**	**$2,553,065**	**$2,649,188**
Total Liabilities & Equity	**$2,017,110**	**$2,057,731**	**$2,102,373**	**$2,216,959**	**$2,260,306**	**$2,302,993**	**$2,415,600**	**$2,456,943**	**$2,553,065**	**$2,649,188**
Balance Check	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800	$233,800