January 17, 2019

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act [Our File #: FIN-103-2018]

On December 18, 2018, the Department of Finance received your access to information request for the following:

“Any and all communications or information concerning Kevin Casey of the Idea Factory since December 1, 2015. This includes, but is not limited to, any meetings, emails, directions, meetings scheduled in calendars, work product, etc.”

On December 18, 2018, this was further clarified to included records from Director level and above including anything from Wayne Myles who was appointed to the NLC board.

The Department is pleased to advise that access has been granted in part to the above request and is attached. It is important to note the following when reviewing this response:

- Some of the information contained within the responsive records includes advice, proposals, recommendations, analyses or policy options developed by or for a public body or Minister. As such, this information has been severed from the response pursuant to sections 29.(1)(a) of the ATIPPA.
- It is reasonable to conclude that some of the information contained within the responsive records would, if released would be an unreasonable invasion of personal privacy. As such, this information has been severed pursuant to section 40.(1) of the ATIPPA.
Please be advised that you may ask the Information and Privacy Commissioner to review the processing of your access request, as set out in section 42 of the Access to Information and Protection of Privacy Act (the Act). A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner. The address and contact information of the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner  
2 Canada Drive  
P. O. Box 13004, Stn. A  
St. John’s, NL A1B 3V8  

Telephone: (709) 729-6309  
Toll-Free: 1-877-729-6309  
Facsimile: (709) 729-6500

You may also appeal directly to the Supreme Court Trial Division within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act.

Please be advised that this response will be published following a 72-hour period after the response is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the response posted to the Completed Access to Information Requests website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.

If you have any further questions, please feel free to contact the undersigned by telephone at 709-729-2082, or by email at bethbartlett@gov.nl.ca.

Sincerely,

Beth Bartlett, CIAPP-C  
ATIPP Coordinator

Attachment
LAST CALL for any input on the revised message below. If I do not hear anything further within 15 minutes, I will be sending this version to Ed Brenton to circulate across the organization on my behalf.

On Jan 7, 2018, at 7:05 PM, Kevin Casey <kevin@ifactory.ca> wrote:

This is actually better.

Its very important to get this email out tonight for clarity of messaging and to settle everyone into a forward-looking mindset.

Onward.

Thanks
KC
Sent from an impossibly small keyboard for my stubby fingers on the infamous iPhone 6.

On Jan 7, 2018, at 6:49 PM, Wayne Myles <wayne@mylesandcompany.com> wrote:

Strictly Confidential

After input from Victoria and Sharon and considering the draft more myself, below is a revised version (the revised wording is mine - so I take sole responsibility for any issues).

I note I have added Sharon Sparkes to this email string, to keep her up to speed.

+++++++++++++++++++++++++++
On Friday, the Honorable Tom Osborne, Minister of Finance and President of Treasury Board and Minister Responsible for the Newfoundland and Labrador Liquor Corporation, announced the interim appointment of Sharon Sparkes as President and Chief Executive Officer of the Newfoundland Labrador Liquor Corporation (NLC).
On behalf of NLC, we thank Steve Winter for his longstanding service and achievements with the NLC and we wish Steve all the best in his future endeavors.

In due course, we will be commencing a search for a permanent Chief Executive Officer, through the Independent Appointment Commissions, to help identify qualified, merit based, candidates for the position.

As most of you will know, Sharon has strong institutional knowledge of the NLC and this continuity is essential for all of us at this time. Likewise, she has a very strong operational and financial experience within the NLC for over 13 years.

The Corporation and Government of Newfoundland and Labrador are confident that we have talented teams in place and see enormous opportunities on which NLC can capitalize. In just six short months, cannabis will be legalized in Canada and the NLC has been tasked with implementing the distribution, retail and commercial aspects within Newfoundland and Labrador. This will be a whole new industry and direction for the NLC, which I am very confident that we have the expertise and drive to be very successful in as well.

Thanks to your hard work and dedication, and the creative and positive commercial culture you have created, NLC has consistently achieved extraordinary results for the Province and our customers. I am confident that as an organization we will continue to build upon that in 2018 and beyond.

++++++++++++++++++++++++++++++++++++++++++++++++++++

Let me know whether this revised version works for you, as I do want to get it out to the employees this evening.

Regards,
Wayne

Wayne Myles, QC
chairman Newfoundland Labrador Liquor Corporation
Mail: P.O. Box 7056 Station C, St. John’s, NL Canada A1E 3Y3
Courier: Suite 1100 Scotia Centre 235 Water St, St. John’s NL A1C 1B6
Direct Voice: 709-570-5510
Cellular: 40.1
Fax: 709.738.8083
Email: wayne@mylesandcompany.com

On Jan 7, 2018, at 3:47 PM, Wayne Myles <wayne@mylesandcompany.com> wrote:

STRICKLY CONFIDENTIAL

Hello Fraser & Victoria.

Please see below and note that I have copied Kevin Casey, who you know is our consultant, and Michelle Cannizzaro, who is the media relations manager in the Premier’s office, as they have both been assisting with this draft messaging. The message would go out from me as Chair of the Board (and on the Board’s behalf).
Please let us know as soon as possible whether you have any concerns or suggestions. I am also circulating this draft to Sharon Sparkes, our interim CEO, for input.

Once settled, I would like to get Ed Brenton to get this out to all NLC employees, tonight, before many return to work in the am.

Wayne Myles, QC  
chairman Newfoundland Labrador Liquor Corporation  
Mail: P.O. Box 7056 Station C, St. John’s, NL Canada A1E 3Y3  
Courier: Suite 1100 Scotia Centre 235 Water St. St. John’s NL A1C 1B6  
Direct Voice: 709-570-5510 Fax: 709-738-8083  
Cellular: **40.(1)** Email: wayne@mylesandcompany.com  

Begin forwarded message:

From: michelle cannizzaro <mccannizzaro@callegrow.com>
Subject: Re: Slightly revised
Date: January 7, 2018 at 12:40:39 PM AST
To: "Casey, Kevin" <KCasey@callegrow.com>
Cc: Wayne Myles <wayne@mylesandcompany.com>
Reply-To: michelle cannizzaro <mccannizzaro@callegrow.com>

On Friday, the Honorable Tom Osborne, Minister of Finance and President of Treasury Board and Minister Responsible for the Newfoundland and Labrador Liquor Corporation, announced the interim appointment of Sharon Sparkes as President and Chief Executive Officer of the Newfoundland and Labrador Liquor Corporation (NLC).

On behalf of the NLC Board we thank Steve Winter for his longstanding service with the NLC and we wish Steve all the best in his future endeavors. In the meantime, we are commencing a search for a permanent Chief Executive Officer through the Independent Appointment Commissions to help us identify candidates for the position.

Sharon has strong institutional knowledge of the NLC and this continuity is essential for all of us. As most of you know, she has a very strong operational and financial experience within the NLC for over 13 years.

The Board and Government of Newfoundland and Labrador are confident that we have talented teams in place and see enormous opportunities on which NLC can capitalize. In just six short months, cannabis will be legalized in Canada and the NLC has been tasked with implementing the distribution, retail and commercial aspects within Newfoundland and Labrador. This will be a whole new industry and direction for the NLC which I am very confident that we have the expertise and drive to be very successful in this endeavor as well.
Thanks to your hard work and dedication, we have created something extraordinary here at NLC and we will continue to build upon that in 2018 and beyond.

NOTICE: The information in this email and in any attachments is confidential and intended solely for the attention and use of the named addressee(s). This information is subject to legal, professional or other privilege or may otherwise be protected by work product immunity or other legal rules. It must not be disclosed to any person without our authority. If you are not the intended recipient, or person responsible for delivering it to the intended recipient, you are not authorized to and must not disclose, copy, distribute, or retain this message or any part of it. If you have received this message in error, please notify us by return electronic mail and delete the message and any attachments received with it from your system.
Hi Peter,

We won’t be available for on-camera interviews, however, Wayne has provided the following statement:

“The NLC Board secured a short-term consulting services contract with Kevin Casey, a specialist who has deep knowledge of the NLC business and chemistry with the core team through his work over a 6-year period, while at Idea Factory. The absence of any significant learning curve has allowed Kevin to effectively collaborate with the NLC team to expedite its cannabis launch plan, within the very short time frame available before legalization. I was very pleased that Kevin was willing to negotiate his proposed commitment upward and his fixed monthly rate downward, and I am satisfied that his compensation is effectively at or below what I consider to be Market for his experience and expertise levels. NLC is committed to ensuring the delivery of a safe, responsible and accessible cannabis retail operation for its shareholders; the government and people of Newfoundland and Labrador. The inclusion of Kevin Casey on NLC’s cannabis project team will greatly contribute to its success.”

Wayne Myles QC
Chair, Newfoundland Labrador Liquor Corporation

Peter, the bottom line is we (NLC) needed help to get this project moving quickly. The tight timeline and inherent complexity of bringing a new product stream such as cannabis to the retail marketplace in under 6 months is a daunting task.

Our familiarity and comfort level with Kevin provides a distinct advantage as we are able to hit the ground running and get plans in action immediately.

Kevin was engaged late in November, and his work to date has far exceeded the hours noted in the agreement with no additional compensation for extra hours incurred. The initial discussion of terms included 10 hours per week, as needed, at a rate of $12,000 per month. NLC’s Board then negotiated to raise Casey’s minimum weekly commitment to a minimum of 14 hours at a reduced and fixed rate of $9,000 per month. The duration of contract is 10 months from December 1, 2017.

One of the primary tasks handed to Kevin was to help identify an internal project lead and committee within NLC to be comprised of key personnel from each of the critical business units, and to begin active planning for the proposed cannabis retail model. Upon completing this task, and based on the committee’s progress in advancing its defined objectives, there is an understanding that a possible reduction in Kevin’s time and cost will be considered. Furthermore, we have an understanding that either party can terminate early, if desired, on reasonable notice.

I trust this is helpful. Please give me a call if you need me to clarify anything.

Cheers,

Greg
Have a great weekend!

FYI.

Marc,

Greg

From: Gill, Greg
Sent: Friday, February 16, 2018 4:36 PM
To: Pike, Abe; Brenton, Ed; Bruce, Andrew; Dicks, Wally; Gill, Greg; Kelly, Kevin; Murphy, Peter; Ryan, Sean; Smallwood, Dana; Vavasour, Andrew; Brenton, Ed; Jay Griffin; Kevin Casey (kevin@factory.ca); Michael Harvey; Sparks, Sharon; Ted Lomond; Wayne Myles
Subject: Important Cannabis Updates
Importance: High

Hi all,

As there have been a number of revisions to the plan for next week I have updated and attached all relevant documents. Due to file size restrictions the attached Technical Briefing is in a lower resolution format (still fairly large at 5Mb). We will use a higher-resolution (best quality) version for the media presentation next week.

NOTES:

RFP Launch: Tuesday, Feb 20th, 9:00am via www.shopcannabisNL.com
Media Advisory: Feb 20th, 9:05am - NLC Communications to Media Distribution List
Technical Briefing: Feb 20th, 11:00am – 85 O’Leary Ave (Wally Dicks, Sean Ryan, Jay Griffin)
Media Scrum: Feb 20th, 11:30am – 85 O’Leary Ave (Sharon Sparks)

New RFP Closing Date of March 29th (was moved from March 23rd to March 30th, but March 30th is Good Friday, therefore moved again to March 29th).

Thanks everyone for your hard work and collaboration. We’re in real good shape for next week.

Have a great weekend,

Greg
MEDIA ADVISORY

NLC launches Cannabis NL division and Request for Proposals (RFP) for Licensed Cannabis Retailers (LCR’s)

St. John’s, Newfoundland & Labrador, February 20th, 2018

Newfoundland Labrador Liquor Corporation (NLC) is pleased to announce the launch of its Cannabis NL division, responsible for the regulation, distribution and sale of non-medical cannabis in Newfoundland and Labrador.

The Request for Proposals (RFP) for Licensed Cannabis Retailers (LCR’s) is now available for download at www.ShopCannabisNL.com.

Members of the media are invited to a Technical Briefing at 11:00 AM with representatives of the Cannabis NL Project Team. Following the Technical Briefing NLC’s President & CEO Sharon Sparkes will be available for questions.

All accredited media attendees must pre-register by contacting Erin Brennan at Erin.Brennan@nlliquor.com or at (709) 727-0402.

What: Technical Briefing re: Request for Proposals for Licensed Cannabis Retailers
When: Tuesday, February 20th, 2018; 11:00 AM (RSVP mandatory)
Where: Newfoundland Labrador Liquor Corporation, 85 O’Leary Ave, St. John’s

Media Contact:
Erin Brennan
Newfoundland Labrador Liquor Corporation
709.727.0402
Erin.Brennan@nlliquor.com
Communications Brief
Response to media re: NLC’s Request for Proposals (RFP) for Licensed Cannabis Retailers (LCR’s)
Updated: February 16, 2017

KEY MESSAGES:

- As part of the Government of Newfoundland and Labrador’s plan to authorize the Newfoundland Labrador Liquor Corporation (“NLC” or “The Corporation”) to control the regulation, pricing, sales and delivery of cannabis within the Province, NLC has invited applications from private retailers interested in selling cannabis via its RFP process.
- “Cannabis NL” is the newly formed division within NLC that will oversee all retail cannabis activities in the Province.
- Proponents are expected to clearly establish their ability and commitment to providing a safe and secure retail experience and meet all applicable legislative and regulatory requirements with respect to the sale of cannabis.
- The submission deadline for LCR applications is March 29, 2018
- Successful applicants should be contacted no later than April 25, 2018
- Public will be notified of store locations and successful applicants shortly thereafter.
- The goal is to be ready for launch in July 2018 subject to federal government approvals.
- NLC and Cannabis NL are committed to ensuring the delivery of a safe, responsible and accessible cannabis retail operation for its shareholders; the government and people of Newfoundland and Labrador.
- For the latest updates, Frequently Asked Questions (FAQ’s), Contacts, Legislation, Responsibility and access to the RFP please visit www.ShopCannabisNL.com
Q: Why did NLC issue an RFP?
A: NLC issued an RFP to clearly communicate established criteria for operating a licensed cannabis retail establishment and to seek out private operators to sell cannabis throughout the province in a safe and secure manner.

Q: When does the RFP close?
A: March 29, 2018

Q: When will you announce the qualified applicants?
A: Applicants should be contacted no later than April 25th, 2018 and the public will be notified of the store locations and successful applicants shortly thereafter.

Q: How many applicants will you approve?
A: At this point in time, we intend to approve approximately 41 licenses for 41 store locations. An applicant may apply for more than one license, but they must submit a new and separate application for each unique location. These 41 licenses do not include licenses that might be granted to Licensed Producers (LP’s).

Q: Why only 41?
A: We made every effort to create a balance between accessibility and safety. We took into account the geography of our province, population density and drive times between regions and communities with a proposed LCR. It is important that we provide people with access to product, and the mix of retail stores and online sales will achieve this. It is also important that we get this right. A focused, methodical rollout of stores will allow us to achieve the desired coverage, but also ensures that we don’t move too fast and risk creating something that is difficult to manage from the onset.

Q: Will you be issuing a second RFP for additional store locations?
A: Once we complete this RFP, establish the first phase of retail locations and further evaluate the needs of cannabis consumers in the Province, we will consider the possibility of additional retail locations.

Q: How did you determine where to locate these stores?
A: The mapping model takes a number of factors into account including population density, driving distance between proposed locations, cost and ability to service and regulate a reasonable number of retail locations.

Q: How did you develop the tiered-system noted in the RFP?
A: Current legalized non-medical cannabis retail environments were researched in the U.S. and internationally. Ongoing and open consultations with provincial jurisdictional counterparts have also played a significant part in the development of our tiered-system. We also took into account the unique nature of our widely dispersed population across a large geographic area.
which can make the task of finding suitable retail environments challenging, thereby creating
the need to have flexibility in our retail servicing options.

Q: How did you develop the point-ranking system in the RFP?
A: We aligned the point-rankings to coincide with our key priorities in making non-medical
cannabis available to the people of the province. Social Responsibility, Safety and Security are
weighted the heaviest in the ranking system to reflect the importance we put on these values.
Business plan is next, and a critical component to ensure we engage individuals and companies
that have a proven track record of success and a clear understanding of business principles.
We want to ensure the applicants we select clearly understand the nature of the business and
what is takes to succeed. Store Design and Layout will play a big part of creating an inviting
environment that will build a positive customer experience. Geographic Location will take into
consideration the best areas to service a given region and Retail Mix allows us to provide more
points to those locations that focus solely on Cannabis and related products, as opposed to
mixed retail with beverage alcohol. Brewers Agents and Liquor Express operators will receive
fewer points in this category to reflect our desire to avoid co-location with cannabis and
alcohol wherever possible.

Q: What is the commission rate for an LCR?
A: 8%

Q: How did you determine this commission rate?
A: This commission rate is comparable to rates that are applicable to beverage alcohol sales
with Brewers Agents (8.0%) and Liquor Express operators (Blended Avg. 8.0%) in NL.

Q: Why consider Cannabis the same as alcohol?
A: Cannabis is only the same as alcohol in that it is a controlled and regulated product, and as
such, it requires a similar regulatory body to oversee sales, distribution, safety and security.
NLC has the experience and the expertise required to ensure this product is properly handled,
monitored and brought to market in a controlled and professional manner.

Q: How can a retail cannabis store survive at this commission rate?
A: There are many factors beyond commission rate that will contribute to the positive financial
viability of an LCR. Size of store, design and layout, proximity to pedestrian traffic and
commercial development, product education, staff training and a great retail experience will
all factor into the successful operation of a cannabis retail store. These operators will also be
able to sell other items such as cannabis accessories and merchandise above and beyond the
controlled commission rate applied only to cannabis sales. Furthermore, we are providing 4
different tiers of service which allows flexibility and gives applicants a number of options to
consider when making a decision that might work best for their proposed business model.
Q: Doesn’t this model encourage larger corporations and limit small business?
A: No. We are interested in receiving applicants that might provide us with a number of unique store models. We are providing 4 Tiers of Service that will apply to a wide variety of potential qualified applicants.

Q: What is NLC’s financial return?
A: Specific to Canopy products:
- NLC receives 27% less the 8% Commission to LCR’s = 19%.
- NLC receives 25% for online sales.
*Financials that pertain to other LP’s = Defer to Province for additional details.

Q: What about products brought in by NLC that are not produced by approved LP’s in NL?
A: Pricing Policy is under development.

Q: What are you doing to ensure product quality/safety?
A: We will regulate and enforce product packaging and safety guidelines in all LCR’s as identified in the Federal Government regulatory framework.

Q: What are you doing to prevent access to minors?
A: We will ensure to follow all relevant legislation and regulations as put forth by Federal and Provincial Governments. Retailer training, product knowledge, and social responsibility will be key drivers for all successful LCR’s. For Tier 1 & 2 stores, there will be separate environments only accessible by over 19 (I.D. required); and Tier 3 & 4 stores will be required to restrict product visibility, with cannabis locked in secure cabinets and behind or underneath counters. We will also ensure the principles and protocols of our successful Check 25 programs are clearly understood and practiced at all times.

Q: Why even consider co-location with alcohol when both the federal task force recommended against it AND the NL Public Engagement survey results demonstrated a clear preference for Specialized Stores?
A: To ensure equal access to product, economic benefits to small businesses and communities. The RFP is heavily weighted against proposals that include the retail sale of alcohol and the applicants will only be approved in extenuating circumstances.

Q: Wouldn’t specialized stores be best positioned to ensure safety, security, limited access and product education?
A: Regardless of the store model, whether Tier 1 or Tier 4, all stores that become LCR’s will be held to strict standards in terms of regulation, control, restricted access, safety and security.

Q: Wouldn’t online sales provide equal access to product? Do you really need to co-locate with alcohol if a community can be serviced by online sales with “Direct-to-consumer” delivery?
A: Not everyone has access to the internet, and even those that do have access; there are other factors to consider. There are problems with internet connectivity that can eliminate access to services. There are also individuals with health issues (visual impairment, arthritis, degenerative disorders, etc.) that make placing an online order very difficult. For these reasons, we believe having access to a bricks-and-mortar retail store is important to allow reasonable access to product for as many communities and regions as possible.

Q: Why the 60 point hard cutline?
A: This evaluation method is common practice when setting a minimum standard for approval. We have devised the scoring grid to allow us to view applicants that can meet a minimum standard of 60 points. Those that fall below the mark, we believe are not in the best position to service the community as an approved LCR.

Q: Why deduct points from Brewers Agents and Liquor Express Operators?
A: This is based on our preference to avoid co-location with alcohol wherever possible.

Q: Aren’t you effectively eliminating some of your best available retailers with this scoring grid?
A: Not necessarily. While we believe we do indeed have a great network of retailers that currently sell beverage alcohol, there are plenty of established retailers that do not sell alcohol in the province that would be a good fit to become an LCR.

Q: $10 gram? Is that across the board for all dried Cannabis flower regardless of Strain, THC level, CBD level, overall potency, Craft-Grown? Will the same pricing apply to different products (fresh cannabis, seeds, oil and capsules)?
A: Pricing policy is currently under development and will largely be determined based on supplier pricing for available products. We may have some products under $10 and others higher. The goal is to provide a balance between offering a wide variety of unique cannabis products while keeping prices affordable and within a reasonable range of the black market.

Q: How many stores will Canopy have?
A: Four – One store adjacent to Canopy’s production facility somewhere in the Avalon/Metro region, Two more specialized retail stores in Metro and One more somewhere else on the island.

Q: Are you concerned that Canopy Stores will offer a better customer experience than your other LCR’s?
A: No. While we believe Canopy and any other LP’s that enter the market will certainly build unique retail spaces with a variety of products and staff with specialized product knowledge, we also believe that some other private retailers can offer a similar experience in their shops.
while others will offer an experience that is more focused on convenience. This will provide the customer with a variety of options from large-scale to small-scale shops and online sales.

Q: What’s stopping an LP from setting up a retail shop after the RFP is awarded to another private retailer and running them out of business?
A: We will make reasonable efforts to ensure all retail locations are adequately placed in communities to provide fair benefits to the retailer and consumers alike.

Q: Are you negotiating with other LP’s?
A: NLC is not negotiating with any LP’s. That activity (Business Development and Licensed Producer Contracts) is being handled by TCII (Department of Tourism, Culture, Industry and Innovation).

Q: How many stores will these LP’s have?
A: Similar to the Canopy deal, any new LP that enters the market upon Provincial Government approval will receive a retail store for meeting minimum production standards (production volume, etc). *Defer to Province for any additional details.*

Q: Will investors from outside NL be permitted to set up retail stores?
A: Yes, but with some caveats related to production/warehousing, job creation, etc on the ground here in the Province. *Defer to Province for additional details.*

Q: If so, are their mandatory requirements? Production facility? Volume? Warehousing?
A: *Defer to Province.*

Q: Can an LCR sell online?
A: No. At the outset, NLC will be the online retailer of cannabis. It will establish a trusted online location for the purchase of cannabis products. In time, licenses for online sales may be issued to qualified applicants.

Q: Can an LCR provide “Direct-to-Consumer” Delivery? Call-in Orders? “Click & Collect”? 
A: No. LCR’s may opt to provide customers with options such as “Call Ahead For Pickup” and/or online “Click & Collect”, however both options would be restricted to holding the product on reserve until a customer arrives and pays for the product with the sales transaction taking place in-store. Sales transactions will not be permitted over-the-the phone nor online for LCR’s.

Q: Can an LCR ship out of province?
A: No. Our objective is to service the Province of NL. We will respect other provinces, federal and international regulations.
Q: Will Cannabis NL ship online orders out of province? U.S.? International?
A: Our objective is to service the Province of NL. We will respect other provinces, federal and international regulations.

Q: What are the federal guidelines for interprovincial online sales? Will Cannabis NL be positioning itself to compete with other provinces? How might this impact pricing?
A: Feds completed information gathering related to Marketing, Advertising, Packaging, etc on Jan 20th, but have not yet released its formal guidelines. We will adhere to these guidelines once they have been officially released.

Q: Can LCR’s set their own pricing?
A: No. Cannabis NL will set and maintain common pricing for the same products across the sales network in NL for all LCR’s.

Q: Are promotions allowed? Limited-Time-Offer, SAVE deals, Discounts OR Air Miles? Slope Pricing / Bulk Discounts?
A: While we will consider “slope pricing” (sliding scale where the price per measured unit is lower based on a higher volume purchase) there will not be any sales promotions such as LTO’s, Save offers, Air Miles, etc. This is in accordance with expected federal guidelines.

Q: Are their specific details available for mandatory Social Responsibility practices?
A: More information will become available on social responsibility and public education programs as they are developed in partnership with all relevant stakeholders, including Provincial and Federal Governments, LP’s and other related Interest Groups.

Q: Are their specific details available for mandatory Security practices?
A: Yes. These details are referenced in the RFP (cameras, doors, secure cabinets, etc.)

Q: Are their specific details for transport and receiving of product?
A: LP’s are responsible for product transport and will do so in accordance with federal and provincial legislation

Q: Are their specific details that clarify required destruction of faulty or expired product?
A: NLC Guidelines are currently under review in consultation with Provincial and Federal Governments.

Q: How will LCR’s handle returns and refunds?
A: NLC Guidelines are currently under review in consultation with Provincial and Federal Governments.
Q: Are you concerned about large lineups at smaller Tier 3 and 4 locations?
A: We readily expect plenty of interest from consumers in the early days as this product becomes available for legal purchase, and yes, in some cases we expect to see some lineups. With that said, we will have online sale options available for everyone in the province to help offset any delays in retail shops. We will monitor all sales locations closely and will take measures to adapt and make changes as necessary.

Q: How will smaller Tier 3 and 4 locations be equipped to answer questions and provide customers with the product knowledge that they desire?
A: There is variety of staff training and industry/product knowledge programs available for LCR’s to avail of. Cannabis NL together with the province is actively developing training options as well. This training will have a strong focus on social responsibility and will help retail staff to assist with all relevant product enquiries. Our online presence at www.ShopCannabisNL.com will also offer educational resources, product details, attributes, and information on potency, impact, experience, safe consumption practices, etc.

Q: Proximity restrictions include “300 Metres of schools, playgrounds, daycares and games arcades.” Is this overly restrictive? What about Toys R Us? Lego Store? Old Navy?
A: We will take the necessary precautions and commit to making reasonable decisions in the placement of retail locations to limit visibility by minors.

Q: Why are Vape Shops ineligible?
A: Existing legislation makes vape shops currently ineligible to sell Cannabis. Defer to province for additional details.

Q: Will LP’s be held to same standards as Tier 1-4 shops in terms of site selection and all other regulatory and procedural standards?
A: Yes.
COMMUNICATION ACTION PLAN

Updated: February 16th, 2018
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>3</td>
</tr>
<tr>
<td>OBJECTIVES</td>
<td>4</td>
</tr>
<tr>
<td>APPROACH</td>
<td>5</td>
</tr>
<tr>
<td>COMMUNICATIONS &amp; STAKEHOLDERS ANALYSIS</td>
<td>6</td>
</tr>
<tr>
<td>GOVERNANCE</td>
<td>9</td>
</tr>
<tr>
<td>PROJECT TEAM DIRECTORY</td>
<td>10</td>
</tr>
<tr>
<td>STEERING COMMITTEE</td>
<td>11</td>
</tr>
<tr>
<td>COMMUNICATIONS MATRIX</td>
<td>12</td>
</tr>
<tr>
<td>GUIDELINES FOR MEETINGS</td>
<td>13</td>
</tr>
<tr>
<td>TOOLS &amp; RESOURCES</td>
<td>14</td>
</tr>
<tr>
<td>FAQ’S</td>
<td>15</td>
</tr>
</tbody>
</table>
INTRODUCTION

The purpose of the Communication Action Plan is to define the communication requirements for the Cannabis NL project and how information will be distributed.

THE COMMUNICATION ACTION PLAN DEFINES THE FOLLOWING:

- Communication requirements based on roles
- What information will be communicated
- How the information will be communicated
- When the information will be distributed
- Who delivers the communication
- Who receives the communication

This Communication Action Plan will serve as a guide for communications throughout the life of the Cannabis NL project and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in the project. It also includes a communications matrix which maps the communication requirements. An in-depth guide for conducting meetings details the communications rules and how the meetings will be successfully conducted. A project team directory is included to provide contact information for all stakeholders directly involved in the project. Finally, tools and resources are listed with references to various federal and provincial web sites, media releases and other articles that are important to the development of the cannabis industry in Canada and more specifically in Newfoundland and Labrador.
OBJECTIVES

THE MAIN OBJECTIVES OF THE COMMUNICATION ACTION PLAN ARE:

- Communicate in a timely and consistent manner with all identified stakeholders
- Identify and announce internal Cannabis NL Project Team and Team Lead
- Identify and announce Cannabis NL Steering Committee (Internal & Govt)
- Develop and distribute a bi-weekly internal communications bulletin
- Provide weekly communications updates to NLC Executive & Board
- Provide updates to Provincial Government Departments as necessary
- Be transparent and helpful to media regarding enquiries
- Develop and launch web site that will inform all stakeholders of latest developments
The launch of our Communication Action Plan includes four strategic principles:

**LISTENING**
Communication is a dialogue, not a one-way street. It is not just about NLC informing the public about the most recent developments, but also about paying attention to the initial feedback provided to government through the public engagement and consultation process and understanding government’s desire to create a non-medical Cannabis retail execution plan that best fits the needs of all Newfoundlanders and Labradorians.

**EXECUTING**
Commitments made to successfully launch the initial phase and all subsequent phases of the Cannabis NL project plan must be adhered to and executed to the maximum benefit of the people of the province.

**COMMUNICATING**
Activities of the project, timelines for development, awarding of licenses, announcements of related regulations and legislation, have to be communicated and advocated in a manner that people can understand.

**MEASURING RESULTS**
Measuring our performance includes a willingness to learn and make improvements in order to ensure the long-term success and viability of the Cannabis retail industry in this province. We must review the results of our initiatives to ensure public safety, and to continually commit to doing what is best for consumers, licensed producers, licensed cannabis retailers and ultimately the people of the province.
COMMUNICATIONS & STAKEHOLDERS ANALYSIS

PUBLIC ENVIRONMENT

Legal access to dried marijuana for medical purposes was first provided in 1999 using unique section 56 exemptions under the Controlled Drugs and Substances Act (CDSA). This led to the implementation of the Marihuana Medical Access Regulations (MMAR) in July 2001. The MMAR enabled individuals with the authorization of their health care practitioner to access dried marijuana for medical purposes by producing their own marijuana plants, designating someone to produce for them or purchasing Health Canada supply.

- **JUNE 2013**, the Government of Canada implemented the Marihuana for Medical Purposes Regulations (MMPR). The MMPR created conditions for a commercial industry responsible for the production and distribution of marijuana for medical purposes. Under the MMPR, individuals with a medical need could access quality-controlled dried marijuana produced under secure and sanitary conditions.

- **JUNE 2015**, the Supreme Court of Canada, in R. v. Smith, decided that restricting legal access to only dried marijuana was unconstitutional. The Court decided that individuals with a medical need have the right to use and make other cannabis products. To eliminate uncertainty around a legal source of supply of cannabis, the Minister of Health issued section 56 class exemptions under the CDSA in July 2015, to allow, among other things, licensed producers to produce and sell cannabis oil and fresh marijuana buds and leaves in addition to dried marijuana, and to allow authorized users to possess and alter different forms of cannabis.

- **As of AUGUST 24, 2016**, the Access to Cannabis for Medical Purposes Regulations (ACMPR) came into effect and replaced the Marihuana for Medical Purposes Regulations (MMPR). Health Canada began to accept applications from individuals who wished to register to produce a limited amount of cannabis for their own medical purposes or to designate someone to produce cannabis for them.

- **MARCH 26, 2017** – Federal Government of Canada announces plans to legalize the sale of non-medical cannabis by July 2018.
SEPTEMBER 15, 2017, Canada’s first license for non-medical cannabis distribution went to Organigram Holdings (known as OGI:CVE). This marked a milestone for marijuana distribution in Canada.

NOVEMBER 23, 2017 – Government of Newfoundland and Labrador released its initial Cannabis plans and authorized NLC to control the sale and distribution of non-medical cannabis through a network of private retail stores.

NOVEMBER 27, 2017 - Members of Parliament vote to pass the marijuana legalization bill (Bill C-45) in the House of Commons by a vote of 200 to 82.

FEBRUARY 20, 2018 – NLC publically releases its Request for Proposals (RFP) for Licensed Cannabis Retailers (LCR’s) with plans to announce successful applicants by April 25th.

JULY 2018 - Planned date for online Cannabis sales offered by NLC division Cannabis NL to be offered through new e-commerce site www.ShopCannabisNL.com with secure direct-to-consumer delivery and Phase 1 of Licensed Cannabis Retailers to launch first store locations.

AUDIENCES/KEY STAKEHOLDERS

INTERNAL

- Bargaining Employees
- Non-Bargaining Employees
- Executive Management
- Department Directors
- Store Managers

EXTERNAL

- General Public
- Customers
- Government – Provincial Department of Finance
- Media

CONSULTATIONS

- Provincial Departments of Finance, Justice, Health and Tourism (TCII)
- Licensed Producers in Canada
- Cannabis Suppliers
- Interested parties in becoming Licensed Cannabis Retailers
- Other provincial jurisdictions developing cannabis plans
- American states with current non-medical cannabis retail operations
THE ANNOUNCEMENT OF CANNABIS PROJECT TEAM AND TEAM LEAD

An announcement will be distributed to #DL-NLC to inform all employees of the formation of the Cannabis NL Project Team and clearly outline the immediate tasks at hand as well as the anticipated timeline of development for the upcoming RFP release.

MEDIA RELATIONS

- NLC’s Director of Marketing and Communications and/or Manager of Marketing and Communications will communicate any necessary media releases, media statements and/or relevant updates via e-mail to NLC’s Media Distribution List as required. All information will be vetted by way of prior consultation with NLC’s Project Team Lead, President & CEO and the Board of Directors as well as the Director of Communications at the Provincial Department of Finance.

- NLC’s Director of Marketing & Communications will handle all media enquiries directly and any other party that is contacted by the media shall re-direct any phone calls, e-mails, social posts or any other forms of communication to the Director of Marketing and Communications to be addressed accordingly.

MINISTER’S INVOLVEMENT

- Minister of Finance will receive advanced notice of any public announcements planned by NLC via communication between NLC’s Director of Marketing and Communications and the Provincial Department of Finance, Director of Communications.

INTERDEPARTMENTAL COORDINATION

- Regular updates will be provided via communication between NLC’s Director of Marketing and Communications and the Provincial Department of Finance, Director of Communications and will include the Minister, Deputy Minister, Assistant Deputy Minister and Communications Manager as well as NLC’s Executive Management Group, NLC Board and Cannabis Project Team.

INTERNAL COMMUNICATIONS

- Upon review and approval by NLC’s President & CEO and Cannabis Project Team Lead, internal communications will be handled via NLC’s Director of Marketing and Communications.
GOVERNANCE

The Government of Newfoundland and Labrador and NLC will continue to work together to develop, execute and monitor the implementation of the Province’s non-medical cannabis plan. While page 8 of this document outlines specific communications responsibilities, the following serves as a guide with respect to the roles of those groups and individuals involved.

As NLC has been designated as the party responsible for regulation, distribution, sale and operational activities related to non-medical cannabis in the Province of Newfoundland and Labrador, it will serve as the primary lead with respect to communications pertaining to these activities.

The Government of Newfoundland and Labrador is ultimately responsible for all issues related to legislation, production, licensing and tax structure, and will serve as the primary point of contact with respect to these concerns.

ROLES

TEAM LEAD
Roles and responsibilities for the Cannabis NL Project Team will be assigned by the Team Lead following discussion with NLC’s President and CEO.

PROJECT TEAM
The Cannabis NL Project Team is comprised of NLC Executives and Senior Management with a diversified background and expertise to handle all project requirements in a professional manner. The Project Team also works closely with various consultants and provincial government officials from the departments of Finance, Health & Community Services, Justice & Safety, as well as Tourism, Culture, Industry & Innovation (TCII).

STEERING COMMITTEE
Includes the Project Team Lead and Project Consultant, NLC’s President & CEO, Director of Regulatory Compliance, NLC’s Chair of the Board, and senior representatives from the Provincial Departments of Finance, Health and Community Services and Tourism, Culture, Industry and Innovation (TCII). The Steering Committee reviews main guidelines of the project and authorizes changes which impact the overall project. As the persons responsible for the execution of the project, the Steering Committee is the primary communicator and liaison between NLC and Government for the project; distributing information according to this Communications Action Plan. The Steering Committee requires communication on matters which will change the scope of the project and its deliverables.
Ed Brenton
TEAM LEAD
CIO
ed.brenton@nlliquor.com
(709) 724-1191

Andrew Vavasour
CFO
andrew.vavasour@nlliquor.com
(709) 724-1150

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VP, Human Resources
kevin.kelly@nlliquor.com
(709) 724-2269

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wally.dicks@nlliquor.com
(709) 724-1808

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peter.murphy@nlliquor.com
(709) 724-3513

Sean Ryan
Director, Regulatory Compliance
sean.ryan@nlliquor.com
(709) 724-2247

Greg Gill
Director, Marketing & Communications
greg.gill@nlliquor.com
(709) 724-2257

Dana Smallwood
Director, Enterprise Risk Management
dana.smallwood@nlliquor.com
(709) 724-1119

Andrew Bruce
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andrew.brace@nlliquor.com
(709) 724-2245

Abe Pike
Manager, Supply & Procurement
abe.pike@nlliquor.com
(709) 724-1273
Ed Brenton  
Team Lead, CIO

Sharon Sparkes  
President & CEO

Wayne Myles  
Chair of the NLC Board

Sean Ryan  
Director, Regulatory Compliance

Kevin Casey  
Project Consultant

Ted Lomond  
Deputy Minister, Department of Tourism, Culture, Industry and Innovation (TCII)  
709-729-4731  
tedlomond@gov.nl.ca

Jay Griffin  
Director of Tax Policy Division, Department of Finance  
709-729-6847  
jgriffin@gov.nl.ca

Michael Harvey  
St. John’s, Health and Community Services  
representative  
709-729-3103  
michaelharvey@gov.nl.ca
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<tr>
<th>COMMUNICATIONS TYPE</th>
<th>OBJECTIVE OF COMMUNICATION</th>
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<th>AUDIENCE</th>
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<tr>
<td>Kick off meeting</td>
<td>Introduce project and project team &lt;br&gt;Review objectives and management approach</td>
<td>Face to face</td>
<td>December 2017</td>
<td>Project Team</td>
<td>Team Lead</td>
<td>Agenda &lt;br&gt;Meeting Minutes</td>
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<td>RFP Launch</td>
<td>Confirm Final details of RFP and launch date</td>
<td>Face to face</td>
<td>Week of February 5th</td>
<td>Project Team</td>
<td>VP Supply Chain</td>
<td>RFP released to public</td>
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<tr>
<td>E-Commerce Development</td>
<td>Confirm CMS Choice &lt;br&gt;Assemble Development Team &lt;br&gt;Establish Critical Path &lt;br&gt;Schedule Meeting</td>
<td>Face to face</td>
<td>Week of January 29th</td>
<td>E-commerce development team</td>
<td>Director of Marketing and Communications</td>
<td>Status updates per critical path</td>
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<td>Project status updates</td>
<td>Face to face</td>
<td>Weekly &lt;br&gt;As needed</td>
<td>Project Team</td>
<td>Team Lead</td>
<td>Agenda &lt;br&gt;Meeting Minutes</td>
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<tr>
<td>Steering Committee Meetings</td>
<td>Key decision- making in relation to project execution and liaise between government and NLC</td>
<td>Face to face</td>
<td>Bi-Weekly &lt;br&gt;As needed</td>
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<td>Team Lead</td>
<td>Agenda &lt;br&gt;Meeting Minutes</td>
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<td>RFP Evaluations</td>
<td>Contact successful applicants &lt;br&gt;Announce store locations</td>
<td>Phone &lt;br&gt;E-mail &lt;br&gt;External media TBD</td>
<td>March 23rd - April 25th</td>
<td>Project Team &lt;br&gt;Steering Committee &lt;br&gt;Government &lt;br&gt;Public</td>
<td>VP Supply Chain</td>
<td>Complete Evaluation &lt;br&gt;Award Licenses</td>
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GUIDELINES FOR MEETINGS

MEETING AGENDA
Meeting Agenda will be distributed 3 business days in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

MEETING MINUTES
Meeting minutes will be distributed within 2 business days following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items and the Parking Lot list.

ACTION ITEMS
Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

MEETING CHAIR PERSON
The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

NOTE TAKER
The Note Taker is responsible for documenting the status of all meeting items, maintaining a Parking Lot item list and taking notes of anything else of importance during the meeting. The Note Taker will give a copy of their notes to the Chair Person at the end of the meeting as the Chair Person will use the notes to create the Meeting Minutes.
TOOLS & RESOURCES

This section of the Communication Action Plan lists the Tools and Resources that are available to learn more about all Cannabis NL initiatives and any related government regulations and industry developments including:

GOVERNMENT OF CANADA
The Government of Canada has chosen to legalize cannabis to create a legal framework around production, distribution, sale and possession of cannabis in Canada. More information about the federal framework can be found here: https://www.canada.ca/en/services/policing/justice/legalization-regulation-marijuana.html

GOVERNMENT OF NEWFOUNDLAND & LABRADOR
The Government of Newfoundland and Labrador has authorized the Newfoundland Labrador Liquor Corporation (NLC) to control the possession, sale and delivery of cannabis, as well as set prices for cannabis products. NLC will also be the online retailer of cannabis.

For more details please reference the Government of Newfoundland and Labrador media release here: http://www.releases.gov.nl.ca/releases/2017/exec/1123n01.aspx

PRINTED COMMUNICATIONS TOOLS
NLC will develop printed materials in partnership with provincial government departments to help raise awareness of critical issues and promote social responsibility.

CANNABIS NL TRAINING & DEVELOPMENT
Currently reviewing options for NLC head office staff, customer service agents as well as training for licensed cannabis retailers.

CANNABIS NL E-NEWSLETTER
Customers and individuals who wish to stay up-to-date with all developments at Cannabis NL may sign up for our e-newsletter at enews@CannabisNL.com

CANNABIS NL CUSTOMER SERVICE
Plans are being developed to launch a customer service hotline 1-888-652-9333 (NLC-WEED) to handle enquiries related to online purchases of cannabis products via www.ShopCannabisNL.com.

SHOPCANNABISNL.COM
This web site will provide access to cannabis flower, oils and capsules that can be ordered online and home-delivered. The site will provide unique product attributes and be a useful resource for all Newfoundlanders and Labrodarians that wish to learn more about non-medical cannabis.
CANNABIS FAQ’S

The following FAQ’s will be posted to our web site at www.ShopCannabisNL.com:

GENERAL

WHY DID THE FEDERAL GOVERNMENT CHOOSE TO LEGALIZE CANNABIS?
The Government of Canada has chosen to legalize cannabis to create a legal framework around production, distribution, sale and possession of cannabis in Canada. More information about the federal framework can be found here: https://www.canada.ca/en/services/policing/justice/legalization-regulation-marijuana.html

WHAT IS NLC’S ROLE?
The sale of cannabis will be done through private retailers licensed by the Newfoundland and Labrador Liquor Corporation (NLC), who has experience, resources and infrastructure to be the regulator and distributor. NLC will control the possession, sale and delivery of cannabis, and set prices for cannabis products.

At the outset, NLC will be the online retailer of cannabis. It will establish a trusted online location for the purchase of cannabis products thereby providing accessibility for all Newfoundlanders and Labradorians.

There may be instances and areas of the province where private retailers have no interest in operating. In such cases, NLC may fill this role.

This model provides flexibility to adapt to a maturing market in terms of price, volume and product preference in the future, while allowing for a retail system to be in place by July 2018.

For more details please reference the Government of Newfoundland and Labrador media release here: http://www.releases.gov.nl.ca/releases/2017/exec/1123n01.aspx

IS THERE A PLAN FOR EDUCATION OR TRAINING?
Programs are currently in development for public awareness and education as well as specific training initiatives for retail operators and staff. NLC will work in partnership with government departments to deliver social responsibility communications via mass media, online and in licensed cannabis retailers to ensure all matters pertaining to the legalization of cannabis are understood. A comprehensive, multifaceted public education and awareness program will be used to ensure that residents, and particularly parents, youth, drivers, employers and employees understand the serious risks associated with cannabis use.
WHO CAN I CONTACT IF I HAVE QUESTIONS REGARDING CANNABIS?

Application for Licensed Retailers:
Chris Doyle 709-724-1144
chris.doyle@nlliquor.com

Supplier Relations:
Peter Murphy
709-724-3513
peter.murphy@nlliquor.com

Business Development and Licensed Producers:
Jeff Mercer 709-729-7138
jeffmercer@gov.nl.ca

Media Contact:
Greg Gill 709-724-2257
greg.gill@nlliquor.com

CONSUMERS

WHAT IS THE LEGAL AGE?
Newfoundland and Labrador has set a legal age of 19 for cannabis use, purchase and possession.

WHAT MEASURES ARE YOU TAKING TO PROTECT AGAINST UNDERAGE PURCHASES?

IN-STORE - Customers will be required to present a valid photo I.D. for all transactions occurring in licensed cannabis retail stores. Products will not be sold to individuals who cannot produce a valid form of identification.

ONLINE - For online purchases, a valid photo I.D. must be presented upon direct-to-consumer delivery. Packages must be signed for by a resident of legal age and will not be left in community mailboxes, residential mailboxes or on doorsteps.

HOW MUCH CAN INDIVIDUALS PURCHASE?
Individuals are permitted to purchase up to 30 grams of cannabis flower or equivalent in other formats in one transaction.

HOW MUCH CAN INDIVIDUALS POSSESS?
Individuals can possess up to 30 grams of cannabis flower or equivalent in other formats at one time.

WHERE WILL CANNABIS BE SOLD?
Cannabis will be sold through licensed retailers that have been approved by NLC through a Request for Proposals (RFP) process. Cannabis products will also be available through www.ShopCannabisNL.com operated by NLC. Please check back soon for more details on store locations and the online shop.

WILL CANNABIS BE SOLD ONLINE?
Yes, cannabis will be sold online by NLC at www.ShopCannabisNL.com. Please check back soon for more details regarding the online shop.

WHAT KINDS OF CANNABIS PRODUCTS WILL BE SOLD?
Upon introduction of legalized cannabis in July 2018 products available for sale will include cannabis in the following forms: Flower, Oils and Capsules. Other cannabis products such as Edibles and Concentrates are still under review by Health Canada with a decision pending in 2019.
WHERE WILL STORES BE LOCATED?
Store locations will be selected to provide consumers in Newfoundland and Labrador with reasonable access to product. A Request for Proposals is now available for private businesses to submit applications for retail licenses to be awarded spring 2018.

WILL THOSE WHO REQUIRE CANNABIS FOR MEDICAL PURPOSES BE ABLE TO PURCHASE FROM THESE RETAIL STORES AND ONLINE?
No, all medical cannabis patients will continue to receive their cannabis through existing medical channels.

HOW WILL ONLINE ORDERING WORK?
NLC will operate a cannabis e-commerce website www.ShopCannabisNL.com that will offer a full complement of cannabis flower, oil and capsules that can be purchased online and delivered direct-to-consumer.

WHO WILL BE DELIVERING PRODUCT?
A secure and bonded service provider will handle direct-to-consumer delivery. The exact vendor will be determined and announced prior to launch.

WHAT ARE THE DELIVERY TIMES?
Delivery times will vary based on geographic location and order size. These details will be posted once we have our product catalogue finalized.

WHERE WILL YOU DELIVER?
Direct-to-consumer delivery will be available throughout Newfoundland and Labrador. The recipient must show valid I.D. and sign for the package upon delivery.

DISTRIBUTORS AND RETAILERS

WHAT IS THE PROCESS FOR APPLYING FOR A CANNABIS RETAIL LICENSE?
A Request for Proposals is now available for private businesses to submit applications for retail licenses to be awarded spring 2018.

ARE EDIBLES PART OF THE INITIAL VENTURE?
No. The federal government has not approved edibles at this time. NLC is awaiting clarification and expects to be able to offer these products in 2019.

WHERE CAN I FIND THE RFP FOR LICENSES?
To access the RFP, please visit www.ShopCannabisNL.com.

HOW WILL PRODUCT BE DISTRIBUTED?
Product will be warehoused by Licensed Producers (LP’s) and distributed to Licensed Cannabis Retailers (LCR’s). NLC is not assuming responsibility for warehousing nor distributing product directly.

IS HOME DELIVERY ALLOWED?
Direct-to-consumer delivery will only be permitted by ordering product through NLC’s cannabis e-commerce site www.ShopCannabisNL.com. Please check back soon for more details.
I OPERATE A RETAIL STORE THAT SELLS ALCOHOL. AM I ELIGIBLE TO OBTAIN A CANNABIS RETAIL LICENSE?

While retail stores that sell alcohol may be eligible, there are certain restrictions, which are noted in the RFP. To access the RFP, please visit www.ShopCannabisNL.com.

HOW MANY RETAIL LICENSES WILL BE ISSUED/AWARDED?

Please refer to the RFP for information related to licensing. To access the RFP, please click here.

WHEN WILL YOU KNOW THE LOCATIONS OF THE STORES?

Locations of the stores will be determined upon the closing of the RFP process and awarded and announced within 6 weeks of the RFP closing date, March 29, 2018.

ARE THERE SPECIFIC BRANDING REQUIREMENTS OR STANDARDS FOR LICENSEES?

Details on branding standards and other retail store requirements are included in the RFP and will be discussed with successful applicants upon awarding of license.

SUPPLIERS/PRODUCERS

WILL STORES BE SELLING ANCILLARY PRODUCTS (I.E. VAPORIZERS, ETC.)?

Yes, there will be some consideration given to the sale of cannabis accessories.

HOW CAN I GET MY PRODUCT(S) IN A CANNABIS RETAIL STORE IN NEWFOUNDLAND AND LABRADOR?

For inquiries or questions about product supply, please contact Director of Merchandising, Peter Murphy at 709-724-3513 or peter.murphy@nllicor.com.

CAN INDIVIDUALS GROW THEIR OWN CANNABIS?

To learn more about the current status of cannabis laws in Canada, including information on personal cultivation, visit the Government of Canada’s online resource: https://www.canada.ca/en/services/health/campaigns/introduction-cannabis-act-questions-answers.html
TECHNICAL BRIEFING
Request for Proposals (RFP) for Licensed Cannabis Retailers (LCR)

Tuesday, February 20th, 2018
TODAY’S OBJECTIVES

Share our Approach to the Regulatory Framework for Cannabis in Newfoundland and Labrador.

Share the Key Foundational Elements of the RFP for Licensed Cannabis Retailers.
TIMELINE AT-A-GLANCE

- **RFP Released**: February 20th
- **RFP Closed**: March 29th
- **LCR Applicants Notified**: April 25th
- **Go Live**: July

- Site Inspections
- Merchandising
- Training/Education
GUIDING PILLARS

- Strictly Controlled Access
- Protect Young People
- Public Education
- Strict Product Quality
- Accessibility
RETAIL FRAMEWORK

EXPECTED 41 LCRS FOR LEGALIZATION DAY
NEWFOUNDLAND

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**A0K covers part of Newfoundland and part of Labrador.
Population % is combination of Newfoundland & Labrador.
ST. JOHN’S

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LABRADOR

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*AOK covers part of Newfoundland and part of Labrador

**Population % is combination of Newfoundland & Labrador
RETAIL FRAMEWORK

A FOUR TIER MODEL
TIER 1
STAND ALONE

- Specialized Service Staff
- Wide Selection
- Dedicated Exterior Entrance
- Only 19 and Over Allowed
TIER 2
STORE-WITHIN-A STORE

- Segregated, Contained & Secure Location Within Current Retail
- Dedicated Staff Scheduled for Cannabis Sales
- Cross Access Entrance With Self Closing Door
- Only 19 and Over Allowed
 Tier 3

**DEDICATED COUNTER**

- Defined, Separated Footprint Within Existing Retail
- Products kept out of sight with limited incidental viewing
TIER 4

BEHIND THE COUNTER/POWERWALL

- Convenience Oriented
- Only staff over 19 years of age are eligible to sell product
- Products kept out of sight with limited incidental viewing
RETAIL FRAMEWORK

EVALUATION IS WEIGHTED AGAINST CO-LOCATING WITH ALCOHOL
RATED CRITERIA WEIGHTING (POINTS)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proponent Profile &amp; Business Plan</td>
<td>30</td>
</tr>
<tr>
<td>Social Responsibility, Safety &amp; Security</td>
<td>35</td>
</tr>
<tr>
<td>Physical Store Design &amp; Layout</td>
<td>20</td>
</tr>
<tr>
<td>Retail Mix &amp; Geographic Location</td>
<td>15</td>
</tr>
<tr>
<td><strong>TOTAL RATED CRITERIA SCORE</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
RETAIL FRAMEWORK

THE ROAD AHEAD
THE ROAD AHEAD

Follow up with municipalities on public information sessions.

Assess the data. This will inform how we move forward.

Intergovernmental, collaborative approach in dealing with public education delivery, and enforcement initiatives.
Great job Greg!!! Did I hear a Tsunami warning... gotta go

Good Morning Everyone,

[www.ShopCannabisNL.com](http://www.ShopCannabisNL.com) is now live and the RFP is available for download.

Media Advisory has been sent and all is well.

Good luck today!

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**From:** Gill, Greg  
**Sent:** Tuesday, February 20, 2018 9:06 AM  
**To:** Gill, Greg  
**Subject:** MEDIA ADVISORY - NLC launches Cannabis NL and Request for Proposals for Licensed Cannabis Retailers  
**Importance:** High

---

Gill, Greg  
Director, Marketing & Communications  
NEWFOUNDLAND LABRADOR LIQUOR CORPORATION  
Tel: 709 724-2257  
Fax: 709 725-2260  
Email: gill.gl@nlcor.com - [www.nlcor.com](http://www.nlcor.com)
The web site has been updated as per my previous email http://www.shopcannabisnl.com/contact

We are also in the process of updating our automated phone directory at 724-1100 to include an option in the main menu to link to the Cannabis Information Line at 724-6318. This should be updated before end of day.

Thanks again.

Hi Folks,

Just a heads up that we have a new Cannabis NL Phone Contact 724-6318.

We will be updating www.ShopCannabisNL.com this afternoon under the "Contact" section with this new phone number and also adding the email tenders@nliquor.com under the RFP Questions section. This email address is noted in the RFP.

Rather than direct enquiries to Chris Doyle (as was the original procedure) can you please ensure any relevant NLC-related questions/concerns get sent to the channels as noted below? Thanks again.

RFP Questions
709-724-6318
tenders@nliquor.com

Greg Gill | Director, Marketing & Communications
NEWFOUNDLAND LABRADOR LIQUOR CORPORATION
Tel: 709 724-2257 • Fax: 709 724-2230
Email: greg.gill@nliquor.com • www.nliquor.com

Newfoundland Labrador Liquor Corporation - Email Disclaimer www.nliquor.com
fyi

From: Gill, Greg [mailto:Greg.Gill@nlliquor.com]
Sent: Tuesday, February 27, 2018 12:26 PM
To: Pike, Abe; Brenton, Ed; Bruce, Andrew; Dicks, Wally; Gill, Greg; Kelly, Kevin; Murphy, Peter; Ryan, Sean; Smallwood, Dana; Vavasour, Andrew; Brenton, Ed; Griffin, Jay; Kevin Casey (kevin@ifactory.ca); Harvey, Michael; Sparkes, Sharon; Lomond, Ted; Wayne Myles; Martin, Craig; fedison@rutter.ca; Sparkes, Sharon; Victoria Beibin (ceo@chbanl.ca)
Subject: Denver approves first social marijuana license

Date: 3/20/2018 4:00:17 PM  
From: "Griffin, Jay"  
To: "Kelly, Harold"  
Subject: RE: Cannabis Steering Committee Meeting - Monday, March 26th

Not much, unfortunately. I would be available on the 28th from 3:30 onward.

From: Kelly, Harold [mailto:Harold.Kelly@niliquor.com]  
Sent: Tuesday, March 20, 2018 3:46 PM  
To: Griffin, Jay  
Subject: RE: Cannabis Steering Committee Meeting - Monday, March 26th

Hi Jay – is the 28th better for you?

From: Griffin, Jay [mailto:igriffin@gov.nl.ca]  
Sent: Monday, March 19, 2018 12:42 PM  
To: Kelly, Harold; Sparkes, Sharon; Lomond, Ted; 'Michael.harvey@gov.nl.ca'; Kevin Casey (kevin@lifactory.ca); Mercer, Jeff V.  
Cc: Wayne Myles (wayne@mylesandcompany.com); Ryan, Sean; Vavasour, Andrew  
Subject: RE: Cannabis Steering Committee Meeting - Monday, March 26th

Might be difficult for me with the budget being delivered on the 27th.

From: Kelly, Harold [mailto:Harold.Kelly@niliquor.com]  
Sent: Friday, March 16, 2018 4:37 PM  
To: Sparkes, Sharon; Lomond, Ted; Griffin, Jay; 'Michael.harvey@gov.nl.ca'; Kevin Casey (kevin@lifactory.ca); Mercer, Jeff V.  
Cc: Wayne Myles (wayne@mylesandcompany.com); Ryan, Sean; Vavasour, Andrew  
Subject: Cannabis Steering Committee Meeting - Monday, March 26th

Hi everyone,

In speaking with Sean this afternoon, we would like to schedule a Steering Committee Meeting for Monday afternoon (March 26th). I wanted to check to confirm that this date was good for everyone.

Please let me know if this date does not work for anyone.

Thank you.

Harold

Harold Kelly | Manager, IT Delivery  
NEWFOUNDLAND LABRADOR LIQUOR CORPORATION  
Tel: 709 724-1147  
Email: harold.kelly@niliquor.com - www.niliquor.com

From: Sparkes, Sharon  
Sent: Wednesday, March 07, 2018 3:26 PM  
To: Lomond, Ted (Ted.Lomond@gov.nl.ca); Griffin, Jay (igriffin@gov.nl.ca); 'Michael.harvey@gov.nl.ca'; Kevin Casey (kevin@lifactory.ca); Mercer, Jeff V. (j Mercer@gov.nl.ca)  
Cc: Wayne Myles (wayne@mylesandcompany.com); Ryan, Sean; Vavasour, Andrew; Kelly, Harold  
Subject: Cannabis Project Leadership changes

Hello everyone,

I would like to advise you of the plan for project management to go forward. Sean Ryan will assume immediate responsibility for Cannabis Project Management as the Project Team Lead and Steering Committee Chair. Harold Kelly, NLC’s IT Manager, will provide project administrative support to Sean and the Cannabis Steering Committee, including but not limited to: Activity Plan management, RACI process and project documentation.

I would like to thank you for your continued support of the project team. If you have any questions, please let me know.

Regards,

Sharon

Sharon Sparkes, CPA, CA, MBA, ICD.D | President & Chief Executive Officer  
NEWFOUNDLAND LABRADOR LIQUOR CORPORATION  
Tel: 709 724-1105 • Fax: 709 756-0529  
E-mail: sharon.sparkes@niliquor.com • www.niliquor.com  
Newfoundland Labrador Liquor Corporation - Email Disclaimer www.niliquor.com
Date: 3/21/2018 9:16:49 AM
From: "Griffin, Jay"
To: ""Kelly, Harold"", "Sparkes, Sharon"", "Lomond, Ted"", "Kevin Casey (kevin@ifactory.ca)"", "Mercer, Jeff V.", "Harvey, Michael"
Cc: "Wayne Myles (wayne@mylesandcompany.com)", "Ryan, Sean", "Yavasour, Andrew"
Subject: RE: Updated Cannabis Steering Committee Meeting - Wednesday, March 28th

I'm available at that time.

From: Kelly, Harold [mailto:Harold.Kelly@nlliquor.com]
Sent: Wednesday, March 21, 2018 9:05 AM
To: Sparkes, Sharon; Lomond, Ted; Griffin, Jay; Kevin Casey (kevin@ifactory.ca); Mercer, Jeff V.; Harvey, Michael
Cc: Wayne Myles (wayne@mylesandcompany.com); Ryan, Sean; Yavasour, Andrew
Subject: Updated Cannabis Steering Committee Meeting - Wednesday, March 28th

Hi again,

We have some scheduling conflicts for the 26th. We are now looking at scheduling it on Wednesday, March 28th (3:30PM-5:00PM).

Let me know if this time does not work for anyone. I will send a meeting invitation this morning. Thank you.

Harold

From: Kelly, Harold
Sent: Friday, March 16, 2018 4:37 PM
To: Sparkes, Sharon; Lomond, Ted (Ted.Lomond@gov.nl.ca); Griffin, Jay (jgriffin@gov.nl.ca); "Michaelharvey@gov.n.ca"; Kevin Casey (kevin@ifactory.ca); Mercer, Jeff V. (jeff.mercer@gov.nl.ca)
Cc: Wayne Myles (wayne@mylesandcompany.com); Ryan, Sean; Yavasour, Andrew
Subject: Cannabis Steering Committee Meeting - Monday, March 26th

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Harold

Harold Kelly | Manager, IT Delivery
NEWFOUNDLAND LABRADOR LIQUOR CORPORATION
Tel: 709 724-1147
Email: harold.kelly@nlliquor.com - www.nlliquor.com

From: Sparkes, Sharon
Sent: Wednesday, March 07, 2018 3:26 PM
To: Lomond, Ted (Ted.Lomond@gov.nl.ca); Griffin, Jay (jgriffin@gov.nl.ca); "Michaelharvey@gov.n.ca"; Kevin Casey (kevin@ifactory.ca); Mercer, Jeff V. (jeff.mercer@gov.nl.ca)
Cc: Wayne Myles (wayne@mylesandcompany.com); Ryan, Sean; Yavasour, Andrew; Kelly, Harold
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Regards,

Sharon

Sharon Sparkes, CPA, CA, MBA, ICD.D | President & Chief Executive Officer
NEWFOUNDLAND LABRADOR LIQUOR CORPORATION
Tel: 709 724-1105 • Fax: 709 754-0529
Email: sharon.sparkes@nlliquor.com • www.nlliquor.com
Newfoundland Labrador Liquor Corporation - Email Disclaimer www.nlliquor.com
Hello again folks. In my haste to provide the update I used an older version of the Project Team email list. I've since removed Ed Brenton and Kevin Casey's email contacts from the list.

Thanks and my apologies for any confusion.

Enjoy the weekend!

Greg

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Hi all,

A few updates to share after a busy week for everyone involved with the Cannabis file...

Attached you'll find the Cannabis eCommerce Solution RFP and associated Key Messages regarding the project.

The RFP is available for download for interested parties via [www.ShopCannabisNL.com](http://www.ShopCannabisNL.com).

Also in the final stages of development in preparation for launch early next week is a Request for Information (RFI) for Licensed Producers of Non-Medical Cannabis.

As files are completed and approved we will share additional details.

Thanks and have a great weekend,

Greg