Toolkit · Apply Outline Updated November 22, 2026

Business and Operations Plan Outline

What the Cannabis Control Act, HB 30 and the CCA draft rules say the Board considers or requires on finances, capital, readiness, people, operating deadlines, taxes and fees, plus every written policy, procedure and plan the draft rules require a licensee to have, each cited.

Who needs it: Adult-use license applicants; Impact license applicants (the statute directs the Board to set a waiver of proof of funds at application).

Rule basis: Code of Virginia §§ 4.1-606 B 14, 4.1-702 F, 4.1-810 B 1 e, 4.1-900 A 1 e, 4.1-902 3, 4.1-1000 F, 4.1-1001, 4.1-1002, 4.1-1004, 4.1-1005; HB 30 enactments 12, 13 and 15; draft rules 3VAC10-20, 3VAC10-30-100, -120, -130, -190, 3VAC10-40, 3VAC10-50, 3VAC10-60-40, 3VAC10-80-20 (proposed).

Citations starting **3VAC10** are the Cannabis Control Authority's draft proposed adult-use regulations dated September 9, 2026: **proposed, not final, may change.** Citations starting **§ 4.1** are the Code of Virginia as amended by HB 30, Chapter 1 (2026). The section "What other states required or scored" is reference only and is not Virginia law.

We report what the law says. Not legal advice; see the disclaimer.

Neither the Cannabis Control Act nor the CCA's draft rules prescribe a business plan document. They do name what the Board considers: financial responsibility, separate capital, ability to control diversion, operating readiness, staffing, deadlines to open, and taxes and fees. The draft rules also require a long list of written policies and plans. This page lists those requirements; the format of any plan is not set by law. Citations to 3VAC10 are to the CCA's draft regulations dated Sept. 9, 2026 (proposed, not final; they may change before adoption).

What Virginia requires

Finances and capital

- The Board must refuse a license if the applicant or a 10% owner, officer or director "has not demonstrated financial responsibility sufficient to meet the requirements of the business proposed to be licensed" (Code of Virginia § 4.1-810 B 1 e); inability to demonstrate it is also a ground to suspend or revoke (§ 4.1-900 A 1 e).
- Within 18 months of preliminary approval, the applicant provides "documentation of separate and distinct capital to support the proposed operations" (3VAC10-30-120 D, draft).
- For impact applicants, the Board must set standards for "a waiver of any requirements to show proof of funds or current possession and control of the proposed licensed premises at the time of application" and for fee waivers and grant or low-interest loan programs (§ 4.1-606 B 14).
- First-round microbusiness applicants must meet "financial, security, and operational readiness criteria as established by the Authority" (HB 30, 2026 Sp. Sess. I, c. 1, enactment 12).

Criteria in the notice of open applications (draft)

- Any history of disciplinary action by a state or federal regulatory agency (3VAC10-30-100 A 2 a, draft).
- The applicant's ability to maintain adequate control against diversion, theft and loss (3VAC10-30-100 A 2 b, draft).
- The applicant's ability to maintain "the knowledge, understanding, judgment, procedures, security controls, and ethics to ensure optimal safety and accuracy in the dispensing and sale of marijuana products" (3VAC10-30-100 A 2 c, draft).
- The extent of the applicant's or owners' financial interests in other licenses, permits, registrants or applicants (3VAC10-30-100 A 2 d, draft).

Deadlines to open and stay open

- Within 18 months of selection, the applicant provides the site, the local governing body, an updated security plan if applicable, and any other information the CCA requires; one extension of up to six months is possible (§ 4.1-1000 F).
- Within 18 months of preliminary approval, the draft requires a distinct physical address, separate capital, employment of a PIC, responsible party and other personnel, construction or remodeling, equipment installation and local zoning approval (3VAC10-30-120 D, draft).
- The Board shall suspend or revoke a license that "is not operational within 12 months of the issuance of the license" (§ 4.1-902 3). The draft rule states 18 months from issuance unless extended for good cause, with "commenced operation" defined by license type (receipt of product, plants under cultivation, or receipt of product for delivery) (3VAC10-30-130 F, draft).
- A microbusiness engages in cultivation, processing and retail sale and is fully operational within 18 months of issuance unless extended (3VAC10-30-130 H, draft).
- Once operating, the establishment informs the CCA of its normal hours and the identity of its designated supervisor (3VAC10-30-130 E and G, draft).
- Discontinuance of business for more than 60 days, unless the Board approves an extension for good cause (which excludes voluntary closing), is a ground for action (3VAC10-80-20 7, draft).
- At least 30 days before closing temporarily or permanently, the owner notifies the Board and posts a notice on the window or door, and reports the proposed disposition of all product and records (3VAC10-30-190, draft).
- License privileges continue until the last day of the twelfth month or the designated expiration date (§ 4.1-702 F).

People (draft unless noted)

- A responsible party who serves only one establishment, is employed full time in a managerial position at that location, and is actively engaged in daily operations (3VAC10-40-120 B, draft); for cultivation, processing and microbusiness licenses, with at least two years of verifiable experience cultivating plants or extracting chemicals from plants (3VAC10-40-120 A, draft).

- A designated supervisor present and in actual charge whenever the responsible party is not present and the establishment is open (3VAC10-30-130 G, draft).
- No employees or volunteers under 21 (Code of Virginia §§ 4.1-810 B 1 c, 4.1-1200 A 7).
- A labor peace agreement with a bona fide labor organization, with an attestation at initial and renewal application (§ 4.1-1001 B and C).

Taxes and fees (statute and draft)

- A state tax on retail marijuana sales of 6% before July 1, 2029 and 8% on and after that date, in addition to retail sales and use tax; sales between marijuana establishments, medical cannabis sales, and hemp product sales are not subject to it (§ 4.1-1004 A).
- A local marijuana tax of 1% to 3.5% levied by each locality (§ 4.1-1004 B 1).
- The seller collects the tax and holds it in trust; a return under oath is filed and tax paid on or before the 10th of each month; a seller that sells or quits the business files a final return within 15 days (§ 4.1-1005 A, B and E).
- Annual license fees are set by the Board to cover the cost of regulation; licensees remain liable for state merchants' license and other state taxes (§ 4.1-1002).
- Draft application, initial and renewal fees by license type are in 3VAC10-20-60 to -120 (see the table in the Application document checklist); change fees are $200, $500 or $5,000 depending on the change (3VAC10-20-15 C, draft).
- The CCA may begin accepting applications on and after Feb. 1, 2027 and issuing licenses on and after May 1, 2027 (HB 30, enactment 15).

Dual-use processors (statute)

- A pharmaceutical processor applying for dual-use privileges submits and obtains approval for "a detailed medical cannabis program preservation plan describing how such processor will prioritize sales and access to medical cannabis products for qualifying patients, including a plan for managing customer traffic flow, preventing supply shortages, and ensuring appropriate staffing" (HB 30, enactment 13).

Records and forms the rules name

Written policies, procedures and plans the draft rules require

Document	Cite	Template on this site
Security plan details (application)	3VAC10-30-130 A 6	Security plan
Policies for secure operations: compartments, colored ID cards, chain of custody	3VAC10-40-80 D	Security plan
Policies for secure and proper dispensing	3VAC10-40-80 E	
Policies for authorized activities, security, storage and inventory, including diversion reporting and error correction	3VAC10-40-80 F	Inventory SOP
Crisis plan for labor strike, fire, flood, natural disaster or emergency	3VAC10-40-80 F 2	Security plan
Segregation and destruction of outdated, damaged or adulterated product	3VAC10-40-80 F 3	Waste disposal SOP
Oldest-stock-first procedure	3VAC10-40-80 F 4	Inventory SOP
Recall procedures and recall plan	3VAC10-40-80 F 1; 3VAC10-50-40	Recall plan
Inventory controls and procedures	3VAC10-40-60 B	Inventory SOP
Alcohol-free, drug-free and smoke-free workplace policy	3VAC10-40-20 E	Employee training plan
Employee training program and records	3VAC10-40-100	Employee training plan

Document	Cite	Template on this site
Retail transaction error quality assurance program	3VAC10-50-95	Age and ID verification SOP
Sampling policies and procedures	3VAC10-60-40 D and E	Testing and sampling SOP
Hydrocarbon solvent SOPs, good manufacturing practices and training plan	3VAC10-50-60 A 10	
Industrial hemp extract storage, handling and recall procedures	3VAC10-50-50 E	Recall plan
Transport and delivery filings and records	3VAC10-40-235 to -285	Transport and delivery SOP
Packaging and labeling compliance, child-resistant certificate	3VAC10-70	Packaging and labeling checklist
Video surveillance system	3VAC10-40-140 F	Video surveillance SOP
Record retention	3VAC10-40-70	Record retention schedule
Advertising	3VAC10-40-160 to -190	Advertising checklist

Deadline tracker (each row is a deadline in the cited source)

Event	Deadline	Cite	Date
Notice of selection for preliminary approval	Start of 18-month window	§ 4.1-1000 F	
Site and related information to the CCA	Within 18 months of selection (one extension up to 6 months)	§ 4.1-1000 F	

Event	Deadline	Cite	Date
Local governing body objections	30 days after CCA notice	§ 4.1-1000 G	
CCA decision	Within 90 days of receiving site information and background results	§ 4.1-1000 I	
Operational after license issuance	12 months (statute); 18 months (draft)	§ 4.1-902 3; 3VAC10-30-130 F	
Monthly marijuana tax return and payment	On or before the 10th of each month	§ 4.1-1005 B	

What the law does not say

- Neither the statute nor the draft rules prescribe a business plan, pro forma or minimum capital amount.
- The draft rules do not list what documents prove “separate and distinct capital” (3VAC10-30-120 D, draft).
- The statute’s 12-month operational deadline (§ 4.1-902 3) and the draft’s 18-month deadline (3VAC10-30-130 F, draft) differ; the draft does not address the difference.

What other states required or scored

Not required in Virginia. Shown so applicants can see what other regulators asked for.

Illinois (410 ILCS 705/15-30; IDFPR dispensary application)

- Illinois scored "Applicant's Business Plan, Financials, Operating and Floor Plan" at 65 of 250 points (410 ILCS 705/15-30(c)(3)).
- The scored business plan described long-term management, including the point-of-sale system, purchases and denials of sale, confidentiality, and products and services offered (410 ILCS 705/15-30(c)(3)(A)).
- The scored operating plan covered day-to-day operation and staffing and could include the percentage of full-time employees paid a living wage (410 ILCS 705/15-30(c)(3)(B)).
- The application's Business Plan exhibit (30 pages) also asked how denials of sale would be tracked and the estimated volume of cannabis to be stored at the dispensary (IDFPR Application, Exhibit F).
- The Operating Plan exhibit was limited to 40 pages; codes of conduct, benefits, living wage standards and labor peace agreements went in the separate labor exhibit (IDFPR Application, Exhibit K).
- Knowledge and experience of principal officers was scored at 30 points, covering business management or cannabis industry experience and knowledge of product strains and planned product types and quantities (410 ILCS 705/15-30(c)(4)).
- Exhibit O (Financials) asked for a statement that the applicant would have "access to sufficient funds to own and operate" the dispensary (IDFPR Application, Exhibit O).

Massachusetts (935 CMR 500)

- Massachusetts requires a proposed timeline to operation with evidence of readiness, an insurance plan, and "a detailed summary of the business plan" (935 CMR 500.101(1)(c)5.-7.).
- The operating policies summary covers security, diversion, storage, transportation, inventory, quality control and testing, personnel, dispensing, recordkeeping, financial records, and a diversity plan with goals, programs and measurements (935 CMR 500.101(1)(c)8.).
- The profile describes qualifications and intended training for employees and discloses proposed hours and emergency contacts (935 CMR 500.101(1)(c)9., 11.).

New York (9 NYCRR Parts 120, 125)

- New York requires a site plan showing activities in each area, parcel boundaries, perimeter dimensions, entrances and exits, and for cultivators the canopy, propagation, drying and chemical storage areas (9 NYCRR 125.2(a)).
- The operating plan consists of written operating procedures, an employee handbook, and the listed information, available to the Office "immediately upon request" (9 NYCRR 125.2(b)).
- Written procedures cover theft and loss, restricted area access, loitering, cash handling, complaints and recalls, and at least four hours per year of ongoing training per full-time employee (9 NYCRR 125.2(b)(1)).
- Evaluation criteria may include a community impact plan, Part 125 plans showing environmental strategies, and past wages, benefits, training, retention and diversity in hiring (9 NYCRR 120.7(b)).
- Applicants formed within the prior year file financial statements for their existence and any pro forma financials used for business planning (9 NYCRR 120.2(a)(2)(x)).

New Jersey (N.J.A.C. 17:30)

- New Jersey requires an operation manual covering adverse events, QA/QC, recall, packaging and labeling, inventory and diversion, waste, accounting and tax, and test reporting (N.J.A.C. 17:30-9.6(a)1).
- The manual also includes security policies, a disaster plan for fire and other emergencies, hours and after-hours contact, fee schedule, privacy standards and age verification procedures (N.J.A.C. 17:30-9.6(a)4-6).
- The annual application includes an operating plan, a business and financial plan, an environmental impact plan addressing single-use plastic alternatives and water use, a community impact plan, and a workforce development plan (N.J.A.C. 17:30-7.10(b)14-19).
- A plan to obtain liability insurance is part of the application (N.J.A.C. 17:30-7.10(b)12).

Maryland (COMAR 14.17)

- Maryland's pass-fail review looks for "a detailed operational plan" and a business plan "demonstrating a likelihood of success" and appropriate employee working conditions (COMAR 14.17.05.03E(3)).
- Dispensary standard operating procedures cover inventory in the seed-to-sale system with a monthly physical count, receiving, storage, equipment calibration, packaging, green waste, security and visitors, recalls, and dispensing (COMAR 14.17.12.11A).
- Procedures must be available to each agent "in a form the agent understands" and must reflect actual practice (COMAR 14.17.12.11B).

Ohio (OAC 1301:18)

- Ohio requires written policies for daily operation that mitigate diversion, theft or loss (OAC 1301:18-8-02(A)).
- Major renovations or modifications are submitted at least 60 calendar days before implementation (OAC 1301:18-8-02(C)).
- Dispensaries are compartmentalized by function, with secure areas for inventory storage, security equipment, destruction and disposal, and receipt of deliveries (OAC 1301:18-8-02(E)).

Sources checked 2026-11-22.

- 410 ILCS 705/15-30 (FindLaw mirror of Illinois Compiled Statutes)
- IDFPR, Conditional Adult Use Dispensing Organization License Application (rev. 10/11/19)
- Cannabis Control Commission, 935 CMR 500.000 (effective 09-11-26)
- Office of Cannabis Management, Express Terms adopting Parts 118-125 and 131 (9 NYCRR)
- NJ Cannabis Regulatory Commission, N.J.A.C. 17:30 Personal Use Cannabis Rules
- COMAR 14.17.05.03, Application Notification, Submission, and Review
- COMAR 14.17.12.11, Standard Operating Procedures
- OAC 1301:18-8-02, Dispensary Operating Procedures and Quality Assurance

Sources

- Code of Virginia § 4.1-606 (Regulations of the Board)
- Code of Virginia § 4.1-702 (License term)
- Code of Virginia § 4.1-810 (Conditions under which the Board shall or may refuse to grant licenses)
- Code of Virginia § 4.1-900 (Grounds for which Board may suspend or revoke licenses)
- Code of Virginia § 4.1-902 (Grounds for which Board shall suspend or revoke licenses)
- Code of Virginia § 4.1-1000 (Applications for licenses)
- Code of Virginia § 4.1-1001 (Labor peace agreements)
- Code of Virginia § 4.1-1002 (Fees for state licenses)
- Code of Virginia § 4.1-1004 (Marijuana taxes)
- Code of Virginia § 4.1-1005 (Tax returns and payments)
- Code of Virginia § 4.1-1200 (Illegal cultivation, etc., by licensees)
- HB 30 (2026 Sp. Sess. I, c. 1), Item 4-14 enactment clauses (enactments 12, 13, 15)
- CCA draft adult-use regulations, Sept. 9, 2026 (proposed, not final): 3VAC10-20 to 3VAC10-80

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