



Chicago Market

Board of Directors

Mission Transition Plan

Revised: July 2021

Approved: July 19, 2021

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Policy Type: Executive Limitations - Mission Transition Plan
Policy Title: A - Defining Mission Transition Plan
Last Revised: July, 2021

The Mission Transition Plan provides additional policies, recommendations, and advice that pertain specifically to the startup activities of Chicago Market:

- Buildout and launch of operations
- Owner communications and community relationship building
- Fundraising and Owner growth

The Mission Transition Plan communicates and guides the General Manager in creating the store that Chicago Market's Owners, community, and Board expect, in conjunction with the Policy Register.

Policy Type: Executive Limitations - Mission Transition Plan

Policy Title: A.1 - Managing the Project

Last Revised: July, 2021

The General Manager shall not fail to:

1. Develop a Project Plan, Budget, and Cash Flow Tracking Plan for all pre-opening activities - including, but not limited to: fundraising, lending, TIF application, Owner growth, CTA Milestones, design, permitting, licensing, construction, stocking, staffing, and pre-opening marketing.
2. Seek Board approval of the Project Plan, Budget, pro forma, and Cash Flow Tracking Plan, and any substantive changes to them along the way.
3. Maintain the pro forma, Project Plan, Budget, and Cash Flow Tracking Plan.
4. Allow spending to deviate from the Board-approved pro forma and Budget.
5. Manage the project in accordance with the Board approved Project Plan, Budget, and Cash Flow Tracking Tool.
6. Oversee the project's Owner's Rep, who manages design and construction.
7. Ensure the Owner's Rep stays within budget, as agreed upon by the Board.
8. Assume responsibilities as defined in the Project Ownership Defining Spreadsheet over time, which the Board will update periodically.
9. Create all needed operational policies and procedures.
10. Open Chicago Market's store prior to the Rent Commencement Date set forth in the CTA Lease (or Lease Amendment) unless a later opening is approved by the Board.

Policy Type: Executive Limitations - Mission Transition Plan

Policy Title: A.2 - Reporting

Last Revised: July, 2021

The General Manager shall not fail to:

1. Report every week on Project Plan status, Budget, Cash Flow, and Owner's Rep progress.
2. Report any deviations from Project Plan and/or Budget, in a timely manner, to the Board and provide reasoning for the deviation and plan for re-adjusting as necessary.

Policy Type: Executive Limitations - Mission Transition Plan

Policy Title: A.3 - Store Vision

Last Revised: July, 2021

To launch the store in close alignment to the vision of Chicago Market Owners, the General Manager, shall not fail to:

1. Meet the recommendations of the [Firebrand Reassessment Report](#).
2. Provide a wide range of locally-sourced merchandise in every department.
3. Provide outstanding customer service store-wide, across all personnel.
4. Ensure an amazing customer experience for all the diverse members of our community, including minority groups and people with disabilities, through store offerings, design, and décor.
5. Provide pricing and product selections that fit community needs and the Purchasing Values.
6. Provide experiences for staff to learn directly from vendors, including farmers, makers, and others.
7. Provide extensive transparency of information about food sourcing, growing methods, farmers, and producers through marketing, store signage, and customer service.
8. Provide delicious, high-quality prepared grab-and-go food that features locally-sourced options and appeals to diverse tastes.
9. Provide quality fresh meat and fish departments.
10. Treat farmers and vendors as partners.
11. Actively recruit and hire from within the local and surrounding communities in order to incorporate and reflect the diversity of the community.
12. Actively pursue clear and visible zero/low waste efforts and product selection.
13. Prioritize environmental sustainability and take steps to actively minimize the environmental impact (energy use, water use, waste, etc.) of all of Chicago Market's build-out and operations, even if there is a cost difference.

14. Adhere to Chicago Market's marketing and branding strategy and Style Guide.
15. Provide workshops and educational opportunities that engage and connect our community.

RECOMMENDATIONS

We feel strongly that Chicago Market must execute well on the following Recommendations right from the start.

Firebrand

The Board has voted to follow the path laid out in the Firebrand Reassessment Report and expects our general manager and team to follow those recommendations as well.

Connection

We love our local farmers and producers, but one advantage a farmers market has over the typical grocery store is that it allows for a direct connection to the producer. Chicago Market has to work to overcome that apparent loss of connection by:

- Working hard to get farmers/producers into the store so that they meet and interact with both shoppers AND staff.
- Ensuring staff are well-connected to the farmers/producers and informed about their products and methods so that they can serve as substitute spokespeople for them. This can be both through farmers coming in, but also through staff visiting the farms. A meat department staffer should be able to say things like: "Oh, you'll love the pork from Doe Farm. I was just there last week; let me tell you about John Doe's ranching methods."
- Employing signage and marketing that constantly tells the farmers'/producers' stories. Creative marketing ideas like shooting 30-second videos of farmers at the loading dock as they drop off, describing what they're delivering or what the tough weather has put them through lately get at strengthening this connection.

Signage/transparency of information

Chicago Market Owners value and expect rich information about where their food comes from, how it was grown, raised, and produced, who raised and produced it, what those growing practices mean, and what ingredients are in the products.

- **Transparency and access to information**

We have never promised to be an all-organic store. Instead, we promote a mix of local, sustainable, and organic. And we promise rich information about where foods come from and how they're raised so shoppers can make their own decisions. Midwest fruit is very difficult to grow organically, for example, so when we carry non-organic fruit from our local farms, we need to help people understand what "integrated pest management" practices entail. Some farmers follow organic practices (or better) but aren't organically

certified - we need to tell their story so shoppers see what appears to be a non-organic item in the right light.

For example:

- We know small store signs have limited space for content, and not everyone needs the deep dive, so we envision top level information at the shelf and hope to find solutions like "scan to read more on your phone" or a large touch screen like the Willy Street produce section has for those who want to learn more.
- We've even dreamt of a Chicago Market phone app that carries the deep dive, but also engages our community on an ongoing basis. It can profile vendors; it can help with shopping lists; it can carry sales specials, perhaps even connecting a sale on tomatoes with a workshop we're concurrently offering on canning.

● **Our terms: local, regional**

As noted in our Purchasing Values, we have defined "local" and "regional". It's our expectation that our in-store signage will use these terms (and define them) so that we are not only carrying local and regional products, but people KNOW that we do. And anyone who prefers to buy local and regionally produced items can easily find them.

Items that aren't local or regional can and should carry information that helps people see how they fit our other Purchasing Values. The bananas are not local, but they are fair trade, or organic, or from a small farm that we have developed a relationship with and let us introduce you to the grower and their farming practices.

● **Local count signs**

We love the signs we see in co-ops around the country that show the current number of local produce items for sale. But why stop at produce? Chicago Market means local in as many departments as possible, so let's track the number of local/regional items in the cheese, meat, liquor and other packaged goods departments. And let's find a way for these signs and our other communications to show that our quantities rise in each department over time. We should be constantly striving to fill skus locally that weren't previously, even if this means outreach to encourage and incubate local producers. No local ice cream? Let's talk to the dairy producers and the local food incubators in town and encourage this product line because we want to carry it.

● **Prepared foods**

Prepared foods should strive to include local primary ingredients and should list those sources.

Note that all of the above about signage, branding, and transparency of information about products needs to extend to any online shopping/ordering platform.

Treating farmers and food producers as partners

As the Relationships item in our Values reads, "...we regard our farmers, manufacturers, producers and employees as valued members of our community." With respect to farmers and food producers this means:

- Open communication with them
 - Share sales data/trends/feedback with them so they can better their offerings and stay competitive. Are their sales on our shelf suffering because they compete against a less expensive national brand with far better packaging? Perhaps we advise them on that so they can do better.

Or maybe consumers aren't choosing them because their packaging is not sustainable. Let's help them with information like that.

- Plan for their growing season with them - tell them in advance what we'll need and make commitments if we can that support their advanced planning. And be sure we deliver on our promises to them.

Zero Waste/sustainability

Our Owners are driven to reduce waste in their own habits. They expect their grocery store to help them personally with their low-waste goals and they also expect the store itself to be strenuously pursuing these goals.

- We should help shoppers lead a zero-, low-waste lifestyle while shopping in our store through an extensive (and creative!) bulk section, reduced packaging, fill-your-own containers, etc. Creative means let's go beyond the expected items in bulk. We can carry cheap white vinegar for people who clean with it; we can carry locally produced laundry and cleaning products; we can carry bulk frozen foods (see the Olympia co-op as example); and of course local honey and maple syrup along with the usual dry goods.
- As a store, let's work with all our local vendors to ensure they're delivering to us in reusable totes, crates and boxes, and with as little plastic bagging as possible. We need to express to them our desire for this level of sustainability and then we need to be sure we tell our story of doing so.
- Chicago Market itself should be composting through one of the local commercial services. And we should be working with them to offer bucket sales/enrollment in the services for shoppers to compost at home.

- Chicago Market should also continually seek to maximize the energy efficiency of our building by investigating cost effective options to reduce the amount of electricity and natural gas needed to provide a comfortable and successful grocery experience.