

N.Y.C. Groceries Program Operator(s)

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Executive Summary

N.Y.C. Groceries will make food more affordable in New York City and prove that government, in productive partnership with mission-aligned partners, can take bold steps to improve the everyday lives of residents and workers alike. By 2029, New York City Economic Development Corporation (“NYCEDC”) and the City of New York (the “City”) will open five (5) publicly funded, privately operated grocery stores – one (1) per borough – giving all New Yorkers an excellent, meaningfully discounted option for putting food on the table.

New Yorkers are struggling to pay for groceries. Costs have risen roughly 30%¹ since the early pandemic, and 80% of residents are concerned about continued increases.² The cost-of-living crisis will persist until and unless families are able to consistently afford healthy meals at home.

To that point, the vision for N.Y.C Groceries is simple:

- Excellently designed and operated grocery stores, open to all New Yorkers regardless of income level, offering a comprehensive selection of foods.
- A selection of nutritious foods (the “Core Basket”) – including produce, meat, seafood, and essential groceries – sold at prices on average 30% below retail prices.
- Quality jobs that provide best-in-class, family-sustaining wages and benefit packages and a safe and dignified workplace.

With products in typical food and household departments, comprehensive service, and priority stock keeping units (“SKUs”), N.Y.C. Groceries stores will provide a new, easy-to-navigate option to complement the existing grocery ecosystem. Branding and space design will adhere to a distinctive new N.Y.C. Groceries identity created by NYCEDC, in collaboration with the City and a third-party branding consultant.

NYCEDC will partner with grocery store operators to bring this vision to life. The selected operator(s) will have the opportunity to expand their existing business through the operation of one or more of the N.Y.C. Groceries locations. The selected grocery store operator(s) will be expected to leverage existing supply chains to stock their N.Y.C. Groceries store(s), hire store labor directly (while adhering to standards set by NYCEDC), and utilize other existing operational and administrative capabilities as needed to deliver a great shopping experience and run efficient operations.

¹ U.S. Bureau of Labor Statistics, “Consumer Expenditure Surveys: New York (2017-2023), <https://www.bls.gov/cex/tables/geographic/mean.htm#msa>

² Siena Research Institute, “After Election NYS Consumer Sentiment Rises – Tops Breakeven Point,” Jan. 8, 2025. <https://sri.siena.edu/2025/01/08/after-election-nys-consumer-sentiment-rises-tops-breakeven-point-republicans-up-by-25-points-democrats-lower-by-14/>

NYCEDC, in collaboration with the City, will deploy various resources to make the partnership successful and financially sustainable for store operators. NYCEDC and the City will:

- Fund and execute capital fit out to construct five (5) turnkey grocery stores.
- Pay all rent and property taxes (as applicable) at the five (5) N.Y.C. Groceries sites.
- Pay for and execute N.Y.C. Groceries' store brand design.
- Make additional ongoing operating funding available as necessary, after accounting for payment of rent and property taxes, to ensure that NYCEDC's desired Core Basket discount price program is achievable.
- Provide additional payments for operators meeting benchmarks for exceptional performance.

This Project (as defined herein), designed with input from industry stakeholders, experts, and community members, will enable grocers to serve New Yorkers in a new way. N.Y.C. Groceries will prove that government can make healthy food more affordable for New Yorkers. It will show that fresh food at fair prices can be achieved through the efficient use of public resources. It will create quality jobs that provide workers with family-sustaining wage and benefit packages, and a safe and dignified workplace.

Moreover, it will offer a model for future programs that move New York City past the cost-of-living crisis and into a more just, inclusive economic future. More detail on the goals of the N.Y.C. Groceries initiative is available in the N.Y.C. Groceries: A Recipe for Affordability plan, linked [here](#) and in Appendix A.

Request for Proposals

NYCEDC is issuing this request for proposals ("RFP") to seek proposals ("Proposals," each a "Proposal") from qualified grocers or other qualified firms ("Respondents," each a "Respondent"), either independently or in teams, to serve as operators ("Operator(s)") of one (1) or more stores belonging to N.Y.C. Groceries (the "Project"). Respondent teams may include both entities that directly operate stores, along with those who provide shared services such as pooled procurement, private labels, and/or other retail solutions to grocer operators.

Each Respondent shall submit one (1) Proposal detailing the scope, structure, and requirements of N.Y.C. Groceries store operations. Each Proposal should describe approaches to each task outlined in the Scope of Services section of this RFP, and clearly indicate a request for any necessary financial support from NYCEDC to deliver on the initiative. NYCEDC encourages proposals that maximize the number of total sites under operation. Proposals will be evaluated based on the Respondent qualifications, proposal quality and alignment with Project objectives, and the amount of subsidy requested, as detailed in the Selection Criteria section.

Each Proposal should also clearly identify the N.Y.C. Groceries site(s) that the Respondent seeks to operate. As described in the Store Locations section, NYCEDC has identified sites (the “Identified Sites”) for two (2) of the five (5) stores – the Manhattan Site (as defined herein) and the Bronx Site (as defined herein). Respondents may indicate a desire to operate either or both of the Identified Sites, and/or any or all of the future sites to be identified in Brooklyn, Queens or Staten Island. NYCEDC will look more favorably on Respondents who request to operate all five (5) sites. Among those Respondents who do not request to operate all five (5) sites, NYCEDC will look more favorably on those who request to operate the Bronx Site.

NYCEDC has separately launched a Portal (defined herein) to identify the future sites for Brooklyn, Queens and Staten Island. If the Respondent wishes, it may submit an available site, currently owned or leased by the Respondent or affiliated third party owned and/or controlled by the Respondent, in one (1) or more of these boroughs for consideration as future sites and reference such submitted site or sites in its proposal to operate in Brooklyn, Queens and/or Staten Island. Respondents are not required to associate a site proposal for this RFP to operate in Brooklyn, Queens and/or Staten Island with a site submitted to the portal.

Proposals in response to this N.Y.C. Groceries Operator RFP are due by Friday, October 16, 2026 at 4:00 PM EDT.

Policy Goals

Amidst the wider cost-of-living crisis, grocers are facing their own challenges – from high wholesale food prices to rising operating expenses – that make it difficult to lower prices. As a result, there are too many communities in which the market has not delivered affordable grocery options.

N.Y.C. Groceries aims to fill this gap, reducing prices in ways the private market alone cannot. Accordingly, NYCEDC is seeking Operator(s) to help:

- Open five (5) grocery stores that provide a unified, welcoming and excellent shopping experience for all New Yorkers; and promote the N.Y.C. Groceries brand.
- Provide ongoing access to affordable groceries, by offering a Core Basket of in-demand, healthy, fresh foods set on average at below retail prices, while also accepting benefit programs like the Supplemental Nutrition Assistance Program (“SNAP”) and Special Supplemental Nutrition Program for Women, Infants, and Children (“WIC”).
- Create quality jobs that offer competitive, family-sustaining wages and benefits, and ensure a safe workplace for all.
- Align the Project with community needs, as well as key food, health and economic justice priorities of the City and NYCEDC.

- Develop an efficient, financially responsible business model that delivers the above while maximizing the impact of the City’s capital, financial and/or operational support.

NYCEDC’s Role

To activate N.Y.C. Groceries, NYCEDC anticipates entering into an agreement or series of agreements with the Operator(s) and other Project related parties, as applicable, to define terms such as:

- **Term:** A term of at least ten (10) years from store delivery, with options to extend.
- **Rent:** Operator(s) will not pay rent at N.Y.C. Groceries site(s).
- **Property taxes:** Operator(s) will not pay property taxes associated with N.Y.C. Groceries sites.
- **Fit out:** NYCEDC will pay for and deliver the fit out of each individual N.Y.C. Groceries site to ensure the spaces are usable for grocery store operations. Following selection of the Operator(s), NYCEDC will formalize a reasonable and fair division of responsibilities for ongoing capital maintenance of N.Y.C. Groceries locations and equipment in any agreements executed with selected Respondent(s).
- **Ongoing management:** Operator(s) will be responsible for the management of building operations upon taking possession of the site, including utility costs, cleaning costs, security costs, and other day-to-day operational costs.
- **Scope of Services:** Operator(s) will be responsible for all activities under the Scope of Services, including ongoing store operations, merchandising the store including all goods supply and wholesale purchasing, selling the Core Basket of goods at affordable prices with periodic resets, providing quality jobs, and adhering to monitoring and compliance standards set forth by NYCEDC. NYCEDC will provide input pertaining to the operation of N.Y.C. Groceries.
- **Branding:** NYCEDC will develop a unified and consistent brand for all five (5) grocery stores in partnership with a third party consultant, and will own all intellectual property associated with that brand; the Operator(s) will operate under the brand and adhere to all branding standards established by NYCEDC.
- **Operating financial support:** NYCEDC will provide operating financial support to the Operator(s) in the form of an Affordability Payment (defined herein), subject to the Operator(s)’s compliance with the terms of any executed agreement(s), in an amount subject to negotiation.
- **Additional operational support:** If the five (5) N.Y.C. Groceries sites are collectively managed by more than one (1) Operator, NYCEDC may additionally facilitate efforts to implement unified branding and marketing, maintain consistent product mix, offer N.Y.C. Groceries-branded merchandise, keep consistent prices across all N.Y.C. Groceries stores, and gather operational data.

NYCEDC's Support to Operator(s)

N.Y.C. Groceries stores are prioritizing affordability with Operator(s) selling Core Basket items at affordable, below-retail prices. To that extent, NYCEDC will provide financial support to the Operator(s) to mitigate operating deficits attributable to discounted Core Basket sales and enable cost-effective program delivery.

REAL ESTATE FINANCIAL SUPPORT

- **Design & Build out:** NYCEDC will pay for and deliver the design and fit out of sites to be operated as N.Y.C. Groceries stores and will formalize applicable long-term capital maintenance responsibilities with the selected Operator(s). Initial fit out costs are expected to include base building, mechanical, electrical and plumbing, and purchases of equipment (including refrigeration and shelving), and all signage. Schematic designs for the Bronx Site, as defined herein, may become available for review as part of a future addendum to the RFP. Operator(s) may provide feedback to store layouts as part of their Proposals.
- **Rent:** NYCEDC will provide the Operator(s) access to its respective N.Y.C. Groceries site(s) at no cost to the Operator(s) for the duration of the agreement(s).
- **Property taxes:** NYCEDC will pay applicable real estate taxes on behalf of the Operator(s) in connection with its N.Y.C. Groceries site(s).

OPERATING FINANCIAL SUPPORT

While NYCEDC believes that real estate support should enable the Operator(s) to provide meaningful discounts to shoppers, NYCEDC recognizes that additional financial support may be required to reach the deeper levels of affordability desired under this Project. Therefore, NYCEDC contemplates providing “**Affordability Payments**” to pay for operating deficits driven by the sale of Core Basket SKUs at discounted prices (rather than retail prices), to the extent that they cannot be compensated for through covered rent and property tax payments alone.

NYCEDC may pay an additional fee conditional on the Operator(s) demonstrating excellence across aspects of Project delivery. “**Performance Agreements**” are contemplated to potentially include terms that condition fee payment on performance metrics including, but not limited to, customer satisfaction, employee retention, healthy merchandising outcomes, product sourcing and/or sustainability. As part of the Performance Agreements, NYCEDC contemplates agreeing to terms with the selected Operator(s) on reasonable potential deductions to overall payments in the event of material disruptions to the operation of any N.Y.C. Groceries site due to operator fault.

The values and terms of the Affordability Payments and Performance Agreements will be determined during negotiations with Respondents.

Respondent Qualifications and Profile

NYCEDC expects to select Respondents who are existing grocery store operators and who can demonstrate experience with:

- **Grocery store operations.** Respondents should be able to demonstrate substantive experience of successfully opening and managing grocery stores, preferably in urban environments and/or in New York City, including supermarkets, grocery cooperatives, retail and wholesale cooperative service enterprises, employee- and worker-owned grocers and non-profit grocers. Successful Respondents will demonstrate an ability to handle the full range of operations involved in running a grocery store, such as product sourcing across departments (via existing wholesale contracts and primary relationships with wholesalers), merchandising, customer service, management of membership programs, and staffing. NYCEDC prefers Respondents who can demonstrate experience opening grocery stores on quick timelines, similar to the required timeline for N.Y.C. Groceries.
- **Adhering to strong labor practices.** Respondents and Respondent teams should be able to demonstrate a track record of providing high-quality jobs to employees. NYCEDC encourages responses from Respondents with experience reaching labor peace agreements, operating with best-in-class compensation packages inclusive of wages and benefits, hiring a high share of full-time labor, and a history of strong rates of staff retention across existing grocery store operations. The strongest Respondents will demonstrate experience maintaining labor peace.
- **Promoting access to affordable food:** Strong Respondents or Respondent teams will demonstrate an ability to promote access to affordable healthy food through acceptance of SNAP and WIC in existing operations. Stronger Respondents or Respondent teams will demonstrate an ability to promote access to affordable healthy food in existing operations by participating in other programs that allow customers to access incentives / vouchers for the purchase of healthy foods offered by state / local government, and/or private insurance companies.

Respondents should also have strong reputations within their communities for delivering on public policy priorities of health, sustainability, community involvement, culturally responsive merchandising, and local and diverse sourcing stated in this RFP.

NYCEDC welcomes and encourages the formation of Respondent teams through proposed subcontracts and/or partnerships among firms. NYCEDC encourages responses from Respondent teams that include non-profit partners operating in the food accessibility space and/or small businesses operating within the food and grocery business in New York City and New York State, who may assist providing additional services aligned with related public policy priorities.

Store Locations

NYCEDC has identified sites in Manhattan (the “Manhattan Site”) and the Bronx (the “Bronx Site”) to host two (2) of the five (5) planned N.Y.C. Groceries’ stores based on a combination of site features and the socioeconomic characteristics of the surrounding neighborhoods.

A brief description of each Identified Site and desired opening date is outlined below. Please refer to Appendix D for additional information:

The Manhattan Site

- Located at 1658 Park Avenue, Manhattan, NY 10029
- Approximately ~12,000 square feet
- Target opening in 2029

The Bronx Site

- Located at 1215 Spofford Avenue, Unit 8, Bronx, NY 10474
- Approximately ~15,000 square feet (including elevator accessible mezzanine storage space)
- Target opening in second half of 2027

NYCEDC will consider the number of sites proposed by a Respondent, as well as the inclusion of the Bronx Site in their Response. In general, NYCEDC will prefer Proposals that seek to operate a larger number of N.Y.C. Groceries locations, with the strongest preference for Proposals that seek to operate all five (5) sites. Among proposals that do not seek to operate all five (5) locations, NYCEDC will give preference to proposals that include the Bronx Site.

Future Brooklyn, Queens, and Staten Island Sites

In addition to the Identified Sites included in this RFP, NYCEDC has established a [private sites portal](#) (the “Portal”) to collect information on privately-owned locations that may be suitable for grocery operations as part of the N.Y.C. Groceries initiative. The Portal is intended to serve as a separate intake mechanism for potential private sites in Brooklyn, Queens, and Staten Island, and is not part of the selection process for this operator RFP. NYCEDC reserves the right to publish additional Identified Sites sourced from the Portal via addendum to this RFP on or before the Deadline for RFP Response Submission.

As part of their Proposals, Respondents to this RFP are not required to submit a prospective private site in Brooklyn, Queens, or Staten Island through the Portal. However, if a Respondent references in their Proposal a site owned or leased by the Respondent or affiliated third party owned and/or controlled by the Respondent, the Respondent must also submit information for that site through the Portal. Any information submitted through the Portal will be reviewed by NYCEDC and may be considered for the N.Y.C. Groceries

initiative at NYCEDC's sole discretion. In any such instances, NYCEDC may lease space from a private landlord, as applicable, and subsequently provide access to the selected Respondent(s).

If NYCEDC does not formally identify additional sites in Brooklyn, Queens, and Staten Island as Identified Sites via an addendum to this RFP by the Deadline for RFP Response Submission, NYCEDC may, at its sole discretion, engage in discussions regarding final site selection with Respondents who have indicated a desire to operate a future Brooklyn, Queens and/or Staten Island site(s).

Scope of Services

The Operator(s) will assume responsibility for day-to-day management of its respective N.Y.C. Groceries site(s) and related programs. This section outlines a preliminary set of responsibilities; specific tasks and expectations will be determined through negotiation with NYCEDC (the "Scope of Services").

It is contemplated that the Operator(s) may leverage their existing organizational infrastructure, such as supply chains and back-office functions, to successfully deliver the Scope of Services in connection with their respective N.Y.C. Groceries store(s), and will directly hire the staff at each N.Y.C. Groceries location. The Operator(s) will not be required to establish separate organizational infrastructure to operate N.Y.C. Groceries, though it may propose organizational and financial structures separate from a parent corporate entity.

STORE OPERATIONS

Operator(s) will be responsible for managing N.Y.C. Groceries at one (1) or more sites, handling a comprehensive set of grocery store operating responsibilities, including but not limited to those described below.

Merchandising: Operator(s) will be responsible for keeping fast-paced, high-volume N.Y.C. Groceries stores consistently stocked, including by effective in-store replenishment and handling frequent deliveries from wholesalers. Stores should strive for a limited SKU model to enable stable everyday pricing with minimal to no short-term promotional pricing.

- Operator(s) will be expected to leverage an in-house merchandising organization – with expertise in category management, assortment planning, supplier management, programming, and visual merchandising – to lead sourcing, costing, and replenishment of product.
- Operator(s) will be expected to have primary wholesale contracts in place that ensure order prioritization, high in-stock levels, frequent deliveries, and efficient delivery times from wholesale partners to the applicable N.Y.C. Groceries store(s).

- Operator(s) shall work with NYCEDC to develop a plan to reduce and/or eliminate the marketing of unhealthy products on end cap displays or check-out aisles as much as feasible, and to promote healthy eating throughout the store(s).

Operator(s) must consistently stock items across standard grocery departments, including but not limited to meat, dairy, seafood, frozen foods, shelf-stable goods, produce, prepared foods, and household items.

- It is contemplated that N.Y.C. Groceries stores will not include facilities for onsite food preparation, such as deli counters or butcher counters. The Operator(s) will nevertheless be expected to stock certain pre-packaged items traditionally prepared in such facilities, such as meats and cheeses.
- Product mix must reflect demand in nearby communities and provide for cultural fit with surrounding communities.
- Product mix must cater to diverse dietary needs (e.g., kosher, halal, gluten free, dairy-free, vegan, diabetic options).
- Product mix must meet high-quality standards related to:
 - Freshness of produce, meat, and other perishables
 - Appearance of produce
 - Remaining shelf life on grocery products
- Product mix must not include alcohol, tobacco or nicotine products.
- Product stocking must be consistent and sufficient to meet daily demand.

Product sourcing: Operator(s) should implement cost-effective supply chains, and should identify methods to leverage the Operator(s)' capabilities to reduce subsidy requirements, while identifying opportunities to engage local suppliers, small businesses and suppliers meeting high sustainability, labor, and health standards. Supply chains must be reliable and support merchandising as described above. Sourcing strategies may leverage:

- Large-volume wholesale purchasing agreements.
- Cooperative purchasing arrangements via retail and wholesale service agreements.
- Purchasing approaches that leverage local suppliers.
- Other strategies that advance retail execution and support the implementation of affordability strategies.

Private label: Operator(s) are expected to identify and pursue opportunities to launch an N.Y.C. Groceries private label across a variety of product categories in collaboration with NYCEDC.

- Private label execution must align with the N.Y.C. Groceries brand and visual identity guidelines across a variety of product categories.
- Operator(s) must develop rigorous and fully transparent quality assurance and food safety regimens for private label suppliers.

- Operator(s) may leverage their existing private label products, work with private label brokers, service providers, retail and wholesale cooperatives to source, price out and merchandise private labels in Core Basket categories.

Quality assurance: Operator(s) will maintain rigorous operational and supply chain food safety and quality assurance functions to be further outlined in such agreement(s) executed by NYCEDC with each selected Operator.

Staffing: Operator(s) must design and implement staffing models that ensure reliable store operations, including but not limited to:

- Adequate stocking levels
- Coverage at all operating hours
- Customer service standards
- Inventory management

On-site programming: At each N.Y.C. Groceries site, NYCEDC may periodically reserve space for programming to support complementary City and NYCEDC policy objectives, which may include initiatives run by NYCEDC or its partners related to health and nutrition, such as ‘food as medicine’ programs, benefits-enrollment or other programs. The selected Operator(s) shall ensure that such space remains accessible to NYCEDC or its partners, and Respondents are encouraged to suggest ways to effectively collaborate with NYCEDC and its partners in offering such programs, though the Operator is not required to directly launch or run any such on-site programming.

Security: Operator(s) will be responsible for securing its N.Y.C. Groceries site(s) for shoppers and workers, managing crime and loss prevention.

Facility maintenance: Operator(s) will be responsible for the ongoing maintenance and cleanliness of its N.Y.C. Groceries store(s)’s facilities and housed equipment.

Permitting, Licenses, Approvals: Operator(s) must secure licenses and permits, as necessary, to operate a grocery store in the site(s) assigned to the Operator(s). NYCEDC will assist in obtaining any relevant FRESH certification, as appropriate.

M/WBE participation goals: If the Operator(s) retains one or more subcontractors to deliver any portion of the N.Y.C. Groceries Scope of Services, the selected Operator(s) will be expected to work with NYCEDC to establish appropriate M/WBE participation goals and make good faith efforts to achieve them as further described in Appendix F.

CORE BASKET IMPLEMENTATION

N.Y.C. Groceries stores will offer a comprehensive assortment of products including from all typical food and household departments. To advance affordability, N.Y.C. Groceries will offer affordable prices, subject to monthly adjustments, on items within categories of

critical groceries (each a “Core Basket Category” and collectively the “Core Basket Categories”). Core Basket Categories will include all produce, meat, and seafood, in addition to a selection of critical grocery items. NYCEDC currently anticipates the Core Basket Categories to substantially resemble those listed in Appendix C. Together, these Core Basket Categories will compose the “Core Basket.” As part of their Proposal, Respondents may propose alternative Core Basket Categories, and NYCEDC will work with the selected Respondent(s) to finalize Core Basket Categories and affordable prices.

NYCEDC intends for the Operator(s) to sell SKUs within each Core Basket Category (“Core Basket SKUs”) at prices that are, on average, 30% below retail prices. NYCEDC seeks to collaborate with the Operator to achieve this discount while minimizing the need for NYCEDC’s financial support beyond capital fit-out and payment of rent and property taxes.

To facilitate this Project, the Operator(s) will be responsible for:

- **Stocking Core Basket SKUs:** The Operator(s) will be responsible for stocking each Core Basket Category with a limited variety of SKUs substantially similar to that offered in its other stores and within the local New York City market. Stocked SKUs must meet high quality standards related to:
 - Food safety and pathogen control
 - Freshness of produce, meat, and other perishables
 - Appearance of produce
 - Remaining shelf life on grocery products
- **Selling Core Basket SKUs at affordable prices:** The Operator(s) will be responsible for selling each Core Basket SKU at an affordable price, which shall be updated on a monthly basis. The Operator(s) will set prices, subject to NYCEDC approval, targeting an average discount of 30% relative to the retail price. Prices may be determined based on available market data, operator input based on existing operations, and/or other observable data points. NYCEDC and the Operator will finalize a proposed pricing methodology and process in any agreements associated with this project. Affordable prices must:
 - Be available at all hours of operations
 - Be offered as “sticker prices,” rather than as promotional prices.
- **Maintaining sufficient Core Basket stock:** The Operator(s) will be responsible for ensuring Core Basket SKUs are consistently stocked and available at all times to meet demand.
- **Core Basket demand management:** The Operator(s) shall take all reasonably necessary and agreed steps to ensure that Core Basket demand is managed robustly and in a fair and equitable manner to prevent excessive bulk purchases and ensure all customers have access to the Core Basket products. Any demand management policies implemented by the Operator should accommodate typical demand patterns and be consistent with the goal of providing reliable access to affordable food. Core Basket demand management will be designed in collaboration with NYCEDC, and will be kept uniform across locations, and across multiple Operators, if applicable.

- **Establishing a savings card program:** The Operator(s) will create a voluntary free-to-access membership card program to monitor sales activity, and implement the discount program and any associated demand management measures. The savings card shall not be required for physical access to N.Y.C. Groceries site(s) and shall be made easily available to any individual requesting one. Operator(s) will work with NYCEDC to develop appropriate protocols for the collection, storage and use of personal data shared by membership card program participants.

FOOD AFFORDABILITY AND ACCESS

The Operator(s) must ensure that N.Y.C. Groceries stores provide affordable groceries to New Yorkers of all backgrounds, independent of reliance on public or private forms of assistance.

- For SKUs not designated as Core Basket SKUs, the Operator(s) shall set prices that are comparable to typical retail prices within New York City, and consistent with the Operator(s)'s prices for the same items at other stores locations, as applicable.
- At a minimum, the Operator(s) must accept all forms of public assistance, including:
 - SNAP / Electronic Benefits Transfer
 - WIC
- Operator(s) must be open to participating in “Get the Good Stuff”, a New York City Department of Health and Mental Hygiene program.

The Operator(s) must provide an excellent, welcoming environment and affordable groceries to community members of all backgrounds.

- N.Y.C. Groceries must be open to all.
- The Operator(s) must not implement any operational decisions that cause customers to have differential access to its N.Y.C. Groceries store(s), to individual items, or to affordable prices systems (e.g., means testing programs).
- The Operator(s) must ensure stores provide information in multiple languages to meet the needs of New Yorkers.

JOB QUALITY AND COMMUNITY HIRING

Operator(s) must collaborate with NYCEDC to finalize the expected wages, benefit packages, labor practices and working conditions required to ensure that all jobs at N.Y.C. Groceries stores meet the goals of this RFP by providing workers with best-in-class compensation packages for full- and part-time workers, inclusive of both wages and benefits, and a safe and dignified work experience.

- At a minimum, the Operator(s) must:
 - Commit to a Labor Peace Agreement at each site should a labor organization communicate intent to organize any group of workers on the site, regardless of that site's status under Section 6-146 of the N.Y.C. Administrative Code to ensure uninterrupted delivery of services.

- Prioritize hiring full-time employees, offer reliable schedules to part-time employees and, if twenty (20) or more employees (whether full-time and/or part-time), comply with “Fair Work Practices” set forth in N.Y.C. Administrative Code Section 20-1201 et seq.
- Provide employees with best-in-class wages.
- Provide employees with access to high-quality and affordable health insurance.
- Provide employees with best-in-class benefits.
- Provide employees with safety training, which shall include training on safe equipment operation and conflict de-escalation.
- Take all appropriate steps to ensure that the N.Y.C. Groceries sites are safe working environments.

To promote the job quality goals of this RFP, NYCEDC will work with the Operator to encourage in-house hiring wherever possible. NYCEDC also recognizes that some activities may require subcontracting. In the event that the Operator subcontracts elements of N.Y.C. Groceries operations, the Operator shall ensure that new subcontractors adhere to similar best-in-class standards for their workforce, including but not limited to labor peace protections.

NYCEDC has developed a community hiring program to provide opportunities for low-income individuals and those living in low-income communities (the “Community Hiring Program”). As described in Appendix G, the selected Respondent(s) will be required to use best efforts to comply with the requirements of this program.

COMPLEMENTARY POLICY DELIVERY

N.Y.C. Groceries is intended to advance the City’s broad food, health, and affordability policy priorities. To that extent, the Operator(s) is expected to develop, implement, and improve upon complementary City and NYCEDC programs that advance these broader objectives (from healthy food access to affordability, workforce impact, supply chain resiliency, and more). NYCEDC intends to collaborate with the selected Operator(s) to finalize the scope of this additional programming.

BRANDING, MARKETING, AND ENGAGEMENT

NYCEDC will lead, in partnership with a third-party consultant, branding efforts for N.Y.C. Groceries, some of which may require the Operator(s)’s collaboration. The Operator(s) will lead marketing initiatives.

- **Branding:** The Operator(s) must implement a citywide brand identity supplied by NYCEDC, including store name, visual identity, packing and signage. The Operator(s) will collaborate with NYCEDC on developing a final in-store design and layout.
 - N.Y.C. Groceries stores will operate under the final N.Y.C. Groceries brand identity; any visibility for the Operator(s)’s existing brand(s) will be subject to negotiation with NYCEDC.

- NYCEDC will retain ownership of all brand assets and intellectual property; Operator(s) will be responsible for consistent application across N.Y.C. Groceries sites.
- **Marketing:** The Operator(s) must lead multi-channel efforts to drive awareness and traffic. NYCEDC also intends to complement such efforts through its own marketing resources to drive traffic to the N.Y.C. Groceries stores.
 - The Operator(s) will be expected to participate in efforts that include:
 - Communicating pricing, savings, and value proposition (e.g., comparison to market pricing) in a transparent and accessible manner.
 - Coordinating major announcements, press engagement, and citywide campaigns to ensure message alignment.
 - The Operator(s) may also collaborate with NYCEDC in:
 - Developing limited-edition, store-exclusive branded merchandise and products, including potential collaborations with established private brands, local vendors, or New York City-based designers, to build N.Y.C. Groceries' brand affinity and drive foot traffic.

PERFORMANCE REPORTING

The Operator(s) will be required to regularly report on performance of its N.Y.C Groceries store(s) for the purposes of Project monitoring and compliance. Requirements around reporting frequency, metrics, and standards are subject to negotiation with NYCEDC.

Metrics may include, but would not be limited to:

- Store sales, including sales of Core Basket items
- Workforce outcomes, disaggregated by relevant demographic characteristics, including hiring, job quality, retention, advancement, and employee development
- Product information to inform tracking of health and local sourcing outcomes
- Customer satisfaction
- Compliance with Project pricing standards
- Compliance with agreed upon health promotion requirements
- Total transactions (e.g., Overall, among SNAP recipients)
- Average transaction value
- Stocking levels across Core Basket items

Submission Requirements

Responses must contain the following components, each of which is explored in further detail throughout this section. A Response Checklist including these items is available in Appendix B. Submissions for components 1-5 are generally expected to be up to approximately 25 pages collectively.

1. Respondent Profile(s)
2. Qualifications

3. Business, Operations, and Sourcing Narratives
4. Labor Narrative
5. Site Details
6. Wider Impact Narrative
7. Affordability Payment Request / Narrative
8. Required Appendices

1. RESPONDENT PROFILE(S)

Respondents must provide a summary of each member of the Respondent team which includes:

- **Identifying Information:** Name, address, contact information, and qualifications for each organization that comprises a Respondent team; and a statement identifying a Lead Respondent who will serve as primary point of contact with NYCEDC throughout the selection process for this RFP.
- **Team Structure and Partnerships:** Describe the proposed Project team structure, including the primary Operator, proposed partners or subcontractors, if any, and how the Project team enhances delivery of the RFP objectives.

2. QUALIFICATIONS

Respondents must describe their current operations, explaining how experience with current operations positions them to successfully perform the Scope of Services in connection with one or more N.Y.C. Groceries store(s).

Respondents should address details of current operations that demonstrate their preparedness to deliver across the full Scope of Services, including:

- Overview of organizational structure and strategy
- Scale of current operations, including total number of grocery stores in operation
- Geographic overview of current operations (e.g., presence in urban areas)
- Format of existing grocery stores
- Existing labor practices, including wages, benefits, and relationships with unions (if applicable)
- Experience with public assistance programs that advance grocery affordability, including SNAP, WIC, Get the Good Stuff, and similar programs
- Experience with other programs that advance grocery affordability, including over-the-counter cards
- Experience with community engagement (e.g., to craft culturally appropriate product mix)
- Experience with offering private label goods
- Data collection systems and capabilities

3. BUSINESS, OPERATIONS, & SOURCING NARRATIVES

Respondents must provide a narrative that describes their overall business plan to operationalize the N.Y.C. Groceries site(s) in line with the stated policy goals, Scope of

Services and timeline of the N.Y.C. Groceries initiative. The narrative must include specific sections on in-store operations and product sourcing. Respondents may provide recommendations for modifications or alternatives to the Project design to improve affordability outcomes, create higher quality jobs, bring down the cost of goods, and minimize subsidy requirements.

Throughout the operations section, Respondents must:

- Provide an overview of Core Basket implementation, including plans for pricing, maintaining stock, demand management, and balancing overall offering with non-Core Basket items.
- Discuss strategies for creating an excellent shopping experience.
- Provide plans for payments, benefits, and membership platform.

Further, throughout the operations section, Respondents may:

- Discuss alternate revenue streams to support long-term financial success.
- Highlight potential partnerships with NYCEDC, the City and other service providers to improve the in-store experience and connection to other food access programs.
- Outline potential community engagement and marketing strategies to ensure stores have consistent demand and are meeting community needs.

Throughout the sourcing section, Respondents must:

- Provide an overview of strategies to identify, source, merchandise, and sell affordable groceries that respond to community needs.

Further, throughout the sourcing section, Respondents may:

- Identify local, regional, and national suppliers that may be engaged, and any plans to bolster sourcing of goods from New York City and/or New York State suppliers relative to typical grocery store operations.
- Identify opportunities to integrate additional sourcing criteria such as labor, sustainability, or animal welfare standards.
- Highlight arrangements that could reduce wholesale costs, such as membership in purchasing cooperatives.
- Propose structured feedback mechanisms from the surrounding community (e.g., customer surveys, community advisory groups) to inform store operations and product mix.
- Identify opportunities to launch private label products to obtain cost efficiencies.
- Discuss options for reducing exposure to volatility in wholesale prices.

4. LABOR NARRATIVE

Respondents must provide a narrative that describes how they will approach staffing at each N.Y.C. Groceries site in order to meet the objective of creating quality jobs that provide workers with best-in-class wages and benefits, and a safe and dignified work experience.

In the labor narrative, Respondents must:

- Provide an estimate of the number of workers that will be hosted at each proposed N.Y.C. Groceries site, broken down by full- and part-time status. Such estimates may be provided as ranges.
- A statement of the major types of roles that will be hired for at N.Y.C. Groceries sites, along with a proposed starting wage for each role.
- Discuss how staffing informs operations and in-store experience.
- Discuss steps that the Respondent(s) will take to ensure safe working conditions for all employees.
- Discuss the history of the Respondent(s) in maintaining labor peace agreements and/or avoiding labor disruptions.
- Discuss plans for offering safety-related training, including plans to train workers on safe equipment operation and training on conflict de-escalation.
- Lay out an initial schedule of benefits that the employer plans to offer, and a range of expected costs for employees to participate.
- Discuss plans for scheduling, with a focus on identifying strategies for enhancing the predictability of schedules to the fullest extent possible.

In the labor narrative, Respondents may:

- Discuss any plans for promoting employee ownership (e.g., Employee Stock Ownership, Co-op).
- Discuss strategies for offering workforce development, which could include programs that support career advancement and partnership with workforce development organizations to create local hiring pipelines with a focus on residents of surrounding neighborhoods.
- Provide detail on expected career pathways within each N.Y.C. Groceries location, along with strategies to promote career advancement for employees.

5. SITE DETAILS

Site selection statement

Respondents must identify the sites(s) they propose operating. The Respondent may propose to operate any number from one (1) to all five (5) sites. NYCEDC may look more favorably upon Proposals in which the Respondent proposes to operate all five (5) sites. If a Respondent does not propose to operate all five (5) sites, NYCEDC will look more favorably on Proposals that include the operation of the Bronx Site.

If a Respondent seeks to propose operating at any additional, privately-owned sites, any such proposed sites must be submitted to the Portal for review, and in its response to this RFP, the Respondent must provide a narrative explanation describing why the sites(s) is well suited to advance the goals of N.Y.C. Groceries, including neighborhood need, access, and alignment with the Project's affordability and operational requirements.

Site fit-out statement

Prior to the RFP deadline, NYCEDC may release as an addendum to this RFP a schematic design and layout for the Bronx Site. Respondents may submit annotations proposing changes to the released layouts and plans. Any such changes must be accompanied by a short narrative or description explaining why they are necessary. Proposed modifications will be evaluated by NYCEDC and may not represent final design or construction documents.

6. WIDER IMPACT NARRATIVE

NYCEDC requests Respondents provide ideas for how they, or potential partners, would work with NYCEDC and the City to achieve the desired impacts of this initiative beyond the day-to-day activities described in the Business, Operations & Sourcing Narratives.

NYCEDC will work with the selected Operator(s) to finalize a set of programs based on this response. Potential options could include, but are not limited to:

- **Community engagement:** Proposals could include options to work with New Yorkers, especially in communities surrounding N.Y.C. Groceries store(s), to ensure operations cater to their needs.
- **Delivery and Access Expansion:** Potentially including complementary delivery models to expand access beyond physical store locations, especially for seniors, mobility-constrained individuals, and underserved neighborhoods with limited public transit access, while mitigating financial impacts and ensuring any delivery jobs adhere to the quality job standards put forth in the RFP.
- **Sustainability and Food Waste Reduction:** Which could include creative strategies for inventory management, local donation commitments, packaging, or composting operations.
- **Community Programming and Education:** Options could include targeted, neighborhood-specific outreach strategies to reach priority populations and/or partnership with local organizations to support community programming (e.g., nutrition education, cooking demonstrations, showcasing locally produced products, hiring fairs) where appropriate.
- **Nutrition and Food Education and Support:** In-store programming (e.g., cooking demonstrations, nutrition workshops) to complement offerings from the City and/or NYCEDC at its reserved space focused on healthy eating and culturally relevant meals.

7. AFFORDABILITY PAYMENT REQUEST / NARRATIVE

Respondents must provide a narrative that consists of up to three (3) parts.

Discount without Affordability Payment

The Respondent must include in its Proposal details regarding the average level of discount below retail prices, if any, it could offer on an ongoing basis to Core Basket items if NYCEDC only offered the capital fit out and payment of rent and property tax.

Affordability Payment Request

If the proposed average discount on the Core Basket without Affordability Payment is less than 30%, the Respondent(s) must estimate the annual subsidy in the form of Affordability Payment required to achieve an average discount of 30% across Core Basket items, after accounting for capital fit out, rent and property taxes paid by NYCEDC.

Respondents may provide ranges rather than single estimates. Affordability Payment estimates should reflect the annual amount required to deliver the Scope of Services for each location the Respondent proposes, including:

- Selling Core Basket items at affordable prices.
- Providing quality jobs, with best-in-class wages and benefits.
- Supporting ongoing programs / initiatives that assist in achieving the wider policy goals of the initiative.

Affordability Payment Estimate Assumptions Table

Alongside Affordability Payment estimates, Respondents must fill in the Affordability Payment Estimate Assumptions Table, provided in Appendix E, to list assumptions informing their estimates. Additional written explanations may be provided.

Respondents should describe any measures they anticipate taking to reduce costs and mitigate subsidy requirements.

8. REQUIRED APPENDICES

As detailed in the Appendices, the Respondent must provide a Statement of Agreement, attesting to their agreement to the Terms and Conditions of this RFP, and a Doing Business Data form in accordance with the procurement requirements of NYCEDC and the City of New York.

Selection Criteria

NYCEDC will review all Proposals from Respondents, after which NYCEDC may pursue negotiations with one (1) or more Respondents.

NYCEDC may negotiate or enter into a relationship with one (1) or more Respondents. At its sole discretion, NYCEDC may also elect to (i) take no action toward selection or (ii) cancel this RFP.

Respondent Proposal Plan

NYCEDC will consider Proposals to operate grocery stores at one (1) or more of the five (5) anticipated N.Y.C. Groceries sites. Awards will be made one (1) site at a time; in other words, a Proposal to operate all five (5) sites may result in anywhere from zero (0) to five (5) separate awards. Respondents will be evaluated for their ability to operate each site independently of their ability to operate other sites included in their proposals.

Respondents should clearly state which sites they are proposing to operate, and there will be a preference for proposals to operate all five (5) sites.

Selection Criteria that NYCEDC will use in evaluating Proposals include the following.

- **Respondent qualifications and preparedness (45%)**
 - NYCEDC will consider Respondent(s)' experience operating grocery stores or other retail food businesses, financial resources and other qualifications.
 - Strong Respondent(s) will be able to demonstrate that they:
 - Have the internal capabilities and experience to stock, staff and open a turnkey grocery location on a defined and short timeline.
 - Have access to a supply chain of high-quality goods that can be procured at costs that support the affordability goals of this Project.
 - Adhere to strong labor practices within their existing stores.
 - Have experience accepting SNAP and WIC benefits.
 - The strongest Respondent(s) will demonstrate that they:
 - Have experience sourcing a portion of the goods in their store from local suppliers and small businesses while keeping prices low.
 - Have developed and launched private label goods.
 - Have experience maintaining labor peace
 - Have experience providing unique benefit plans that promote worker participation in company profits (e.g. Employee Stock Ownership Plans or co-ops).
 - Have developed approaches to merchandising and store operations and marketing practices that support healthy eating in existing stores.
 - Have launched programs to promote sustainability (e.g. food waste reduction programs, reduced energy utilization) at their existing stores.
 - Have developed structures for engaging local communities surrounding existing locations to inform an appropriate product mix.
- **Proposal quality (35%)**
 - NYCEDC will consider the overall quality of the approach described throughout the Proposal and its potential to deliver against the Scope of Services and objectives of this RFP.
 - Strong proposals will:
 - Demonstrate an ability to launch grocery store operations promptly, as soon as late 2027.

- Demonstrate a credible stocking plan for Core Basket and non-Core Basket items that can support the affordability goals of the program.
- Have a vision for how to partner with NYCEDC and the City to create a welcoming environment for shoppers.
- Show an initial staffing plan for N.Y.C. Groceries sites that prioritizes hiring full-time labor.
- Provide wage schedules for expected roles that offer best-in-class wages and benefits for employees.
- Demonstrate a commitment to offering benefits to workers, at low costs to those workers.
- Provide a clear plan for offering workplace safety training to workers associated with the Project.
- Include the Bronx Site among the sites they propose operating.
- The strongest proposals will:
 - Seek to operate all five (5) locations
 - Provide “Wider Impact Narratives” that identify creative opportunities to expand the impact of this initiative.
 - Include partnerships with non-profits or small businesses that work in the food access space.
 - Include plans for workforce training that promote career advancement
 - Provide a clear strategy for creating career pathways for entry-level workers into more senior roles.
- **Requests for Affordability Payment (20%)**
 - NYCEDC will rank Proposals by proration. The Proposal requesting the lowest Affordability Payment to deliver on the Project will receive the highest score. All other responses will be prorated against this score.

Timeline

Date	Milestone
July 27, 2026	RFP Release Date
August 3, 2026 (5:00pm)	Deadline to RSVP for Information Session
August 5, 2026 (9:00am)	Information Session
August 7, 2026 (5:00pm)	Deadline for First Q&A submission; Deadline to RSVP for Site Tours
August 14, 2026	First round of Q&A posted on NYCEDC's website
August 17, 2026 (10:00am)	Site Tour—The Bronx Site
August 19, 2026 (10:00am)	Site Tour—The Manhattan Site
September 11, 2026 (5:00pm)	Deadline for Second Q&A submission
September 21, 2026	Second round of Q&A posted on NYCEDC's website
October 16, 2026 (4:00pm)	Deadline for RFP Response Submission

Informational Meetings

Potential Respondents are encouraged to review the RFP website for updates. NYCEDC will hold an optional virtual information session accessible virtually via Zoom.

The Information Session will be held on Wednesday, August 5 at 9:00 AM Eastern Time (ET). Interested parties are strongly encouraged to attend this session. Those who wish to attend can RSVP via web form by visiting the project page specific to the N.Y.C. Groceries RFP at grocery.nyc/operators on or before 5:00 PM ET on Monday, August 3, 2026. For those who are not able to attend, a summary of the questions asked and answered at the session will be included in the first Q&A document posted on the NYCEDC website.

Site Tours

Potential Respondents are encouraged to attend tours at sites identified for N.Y.C. Groceries stores. NYCEDC will lead tours on the following dates and at the following times:

- Monday, August 17, 2026 (10:00 AM ET): The Bronx Site (Peninsula, 1215 Spofford Avenue, Unit 8, Bronx, NY 10474)
- Wednesday, August 19, 2026 (10:00 AM ET): The Manhattan Site (La Marqueta, 1590 Park Avenue, New York, NY 10029)

Those who wish to attend can RSVP by filling out a registration form on the Project webpage specific to the N.Y.C. Groceries RFP at grocery.nyc/operators by Friday, August 7, 2026 5:00pm. NYCEDC reserves the right to schedule additional site tours as needed to accommodate demand.

Additional Questions and Clarifications

Respondents may submit questions and/or request clarification from NYCEDC regarding this RFP by completing the [Question Submission Form](#) available on the Project Page. While questions may also be submitted via **NYCGroceriesOperatorRFP@edc.nyc**, use of the Question Submission Form is the preferred method and will assist NYCEDC in efficiently

managing and responding to inquiries. Questions must be submitted no later than 5:00 PM ET on Friday, August 7, 2026. Questions received by the deadline will be answered and posted to the RFP website on or by Friday, August 14, 2026.

Response Submission

A final Proposal must be submitted to and received by NYCEDC via electronic submission on the NYCEDC RFP website at grocery.nyc/operators by Friday, October 16, 2026 by 4:00 PM ET. All proposals should be labeled “NYC Public Groceries RFP Response – [RESPONDENT NAME]” and should be uploaded as a single (1) zip file with this title.

Appendix A: N.Y.C. Groceries: A Recipe for Affordability Plan

More detail on the goals of the N.Y.C. Groceries initiative is available in the N.Y.C. Groceries: A Recipe for Affordability plan, linked [here](#).

Appendix B: Response Checklist

Responses must include:

- ☐ 1. Respondent Profile(s)
- ☐ 2. Qualifications
- ☐ 3. Business, Operations, and Sourcing Narratives
- ☐ 4. Site Details
 - **Reminder:** If proposing a site in Brooklyn, Queens, or Staten Island, Respondents must also submit information for that site through the [Portal](#).
- ☐ 5. Wider Impact Narrative
- ☐ 6. Affordability Payment Request / Narrative
- ☐ 7. Required Appendices
 - **Appendix E:** Affordability Payment Estimate Assumptions Table
 - **Appendix H:** Doing Business Data Forms
 - **Appendix K:** Statement of Agreement

Appendix C: Core Basket

The Core Basket is intended to cover the major food categories that are healthy, culturally relevant and in demand for New Yorkers, and will be offered at prices that are on average 30% less than retail prices. Pricing for Core Basket items will be the same across all five (5) NYC Grocery store locations, subject to monthly review.

Operators and NYCEDC will collaborate to determine Core Basket Categories, items, and prices. There will be opportunities to review Core Basket Categories, items, and prices periodically; final decisions will be subject to NYCEDC's approval.

Below is a preliminary list of Core Basket Categories that Operator(s) must stock. Final Core Basket Categories and items will reflect priorities for the Core Basket:

- **High demand:** Most Core Basket Categories represent the top-purchased items in New York City metro area grocery stores, as measured by store-wide unit sales.
- **Essential goods:** Further Core Basket Categories have been supplemented to reflect essential goods that are not top-purchased items by unit sales (e.g., cooking oil, rice).
- **Health:** Core Basket Categories have been adjusted to reflect health considerations (e.g., supplemental produce and healthy proteins added; snacks and desserts removed).

Operator(s) may recommend adjustments to Core Basket Categories. Proposed Core Basket Categories should include critical grocery items that have high demand, alignment with health guidelines, and cultural fit with surrounding communities.

PRELIMINARY CORE BASKET CATEGORIES

Produce: All produce, including items that are whole, pre-cut, and ready-to-eat and for cooking, will be included in the Core Basket. NYCEDC will also collaborate with the Operator to identify a set of frozen fruit and vegetables to include in the Core Basket.

Meat & Seafood: All fresh meat and seafood, including items that are ready-to-eat and for cooking, will be included in the Core Basket. NYCEDC will also collaborate with the Operator(s) to identify a set of frozen meat and seafood to include in the Core Basket.

Grocery (refrigerated):

- | | | |
|----------------|-----------------|----------------|
| • Deli meats | • Non-specialty | • Cows' milk |
| • Greek yogurt | cheese (e.g., | • Chicken eggs |
| • Yogurt (non- | Swiss, jack, | • Butter |
| Greek) | cheddar) | • Tofu |

Grocery (shelf-stable): This Core Basket Category will exclude highly processed foods including those with excess added sugars and fats. Items will instead include:

- Pasta
- Sandwich bread
- Ready-to-eat cereal
- Tuna
- Pasta sauce
- Soup
- Non-hydrogenated cooking oil
- Nuts (Walnuts, almonds, cashews, peanuts, pecans, pistachios, and other nut varieties)
- Raw rice (White, brown, basmati, jasmine, wild rice, risotto, and other rice)
- Non-dairy milks
- Flour and meal (flour and grain meal for baking purposes)
- Beans

Deli:

- Specialty cheese - Unique, differentiated cheeses typically available at the Deli Counter.
- Salads - Salads such as chicken salad, egg salad, fruit salad, potato salad, bean salad, and other prepared salad varieties.

Appendix D: Descriptions of Identified Sites

La Marqueta -- Manhattan Site

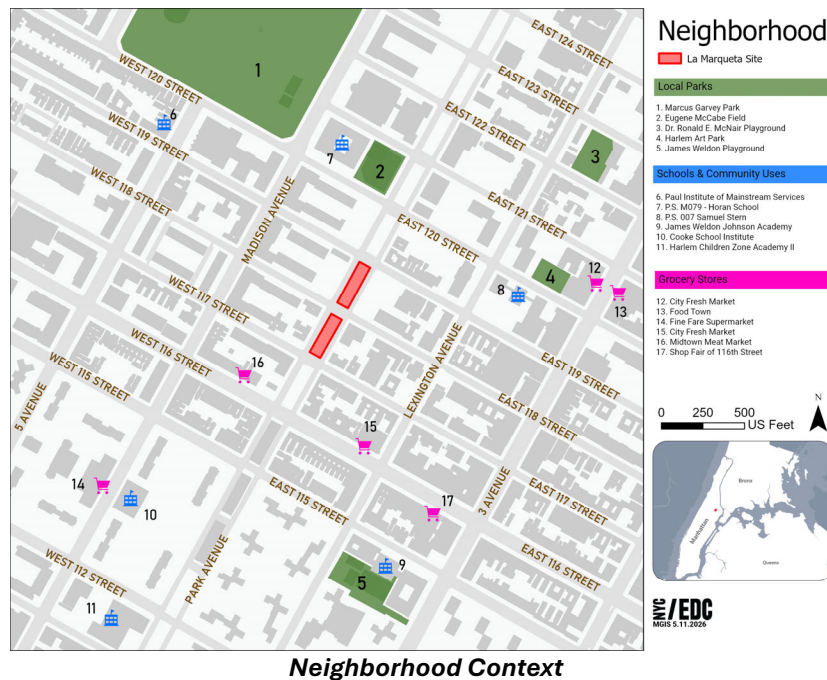
1658 Park Avenue, Manhattan, NY 10029

Space Details

As a vacant lot, the Manhattan Site will be a ground-up construction project that will be funded and managed by NYCEDC.

Site Information

The Manhattan Site is in the East Harlem neighborhood of Manhattan. It is part of the Manhattan Community District 11 and New York City Council 9. The Manhattan Site is one (1) of the eight (8) separate City-owned lots in the La Marqueta Public Market under the elevated Metro North railway viaduct spanning from East 111th Street to East 119th Street between dual one-way streets of Park Avenue. The Manhattan Site consists of Block 1623, Lot 999, that is approximately ~12,000 SF in area, and a portion of Block 1745 Lot 999 that may be made available to the Operator for waste management. Both lots are vacant with variable vertical clearance that shall be verified through field investigation and coordination with the Metropolitan Transportation Authority. The La Marqueta Public Market and the Manhattan Site are owned by the City and administered by NYCEDC.

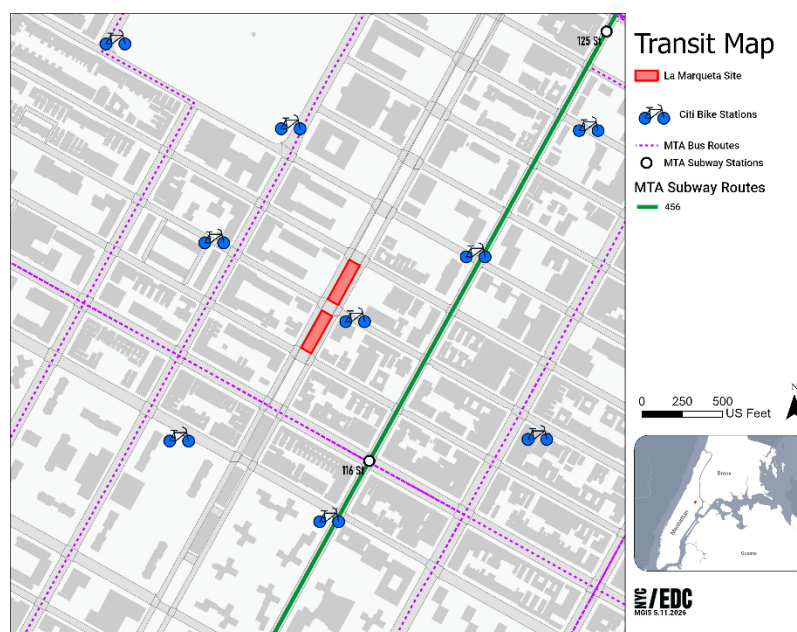


The area surrounding the Manhattan Site is characterized primarily by medium- and high-density residential uses, with mixed-use activity concentrated along Park Avenue and East 116th Street. Zoning in the surrounding area generally reflects this context: areas outside of

Park Avenue are predominantly zoned R7-2, R7-B, and R7-D, while parcels directly fronting Park Avenue—immediately adjacent to the Manhattan Site—permit higher-density residential development under R8A, R9, and R10 districts, having been upzoned in the 2017 East Harlem rezoning. Commercial activity is further supported by C2-5 overlays along Park Avenue, as well as C1-4 and C1-5 overlays along East 116th Street. The 2017 East Harlem rezoning and related land use actions have additionally facilitated recent development surrounding the Manhattan Site including major projects such as Timbale Terrace, which will deliver over 340 residential units immediately adjacent to the Manhattan Site on a former NYPD parking lot, and Sendero Verde, which delivered more than 700 residential units nearby. The Site is also directly adjacent to the New York City Housing Authority (“NYCHA”) Taft and Johnson campuses to the south.

Transportation & Access

The Manhattan Site is well-served by public transportation, with the 116th Street station on the 6 subway line located one (1) block east and the 116th Street station on the 2 and 3 subway lines located approximately three (3) blocks west. The Manhattan Site is also served by multiple bus routes along 116th Street and Park Avenue, including the M102 and M116, in addition to nearby routes like the M1, M98, M101, and M103 providing connections throughout Manhattan. Regional transit access is available via the Metro-North Railroad’s 125th Street station, which serves the Hudson, Harlem, and New Haven lines. In addition to transit access, the Manhattan Site is proximate to the Robert F. Kennedy Bridge and Harlem River Drive, providing vehicular access to the broader regional highway network.



Selected Local Transit Options

Neighborhood Profile

La Marqueta is located in East Harlem, within a dense residential neighborhood with a large and well-established population base. Approximately 66,000 residents live within a half-mile radius of the site.³ The area combines high population density with moderate household incomes relative to New York City overall. The share of households receiving SNAP benefits is above the citywide average, while aggregate household income across the trade area is approximately \$2.5 billion. The scale and density of the surrounding population contribute to consistent local demand for retail and grocery services.

Metric	Value
Population	66,000
Households	28,900
Population Density (per sq. mile)	86,700
Average Household Income	\$84,900
Total Household Income	\$2.5B
SNAP Households	10,800
Share of Households Receiving SNAP	37%
Average Weekly Current Foot Traffic	4,300

Demographics and Density

The trade area includes approximately 66,000 residents across nearly 29,000 households. Population density is about 86,700 people per square mile, indicating a highly concentrated residential environment. Average household size is approximately 2.3 persons per household. More than 6,000 households (21%) are home to children, roughly similar to the citywide rate of 22%. The area reflects a dense urban neighborhood with a mix of household types and a significant number of residents living within walking distance of the site.

Also known as El Barrio, the neighborhood has historically been home to a large Puerto Rican community. Today, the neighborhood is more diverse, with Puerto Rican residents representing roughly 13% of the area's population. Nearly 40% of residents identify as Black or African American and roughly one-quarter of residents were born outside of the United States.

Income and Household Spending

Average household income is approximately \$84,900, which is below the New York City average. Aggregate household income totals roughly \$2.5 billion, reflecting the large number of households in the area. Over one-quarter of households earn less than \$20,000

³ Population and demographic data is pulled from the 2024 5-Year ACS estimates from the US Census Bureau. Census tracts that fall within a half-mile radius of the site are included.

per year, while a similar share earn more than \$100,000. Additionally, approximately 10,800 households receive SNAP benefits, representing about 37% of all households. This share is higher than the citywide average.

Employment and Economic Activity

In addition to 66,000 residents, the area is also home to 15,000 jobs, nearly half of which are either in educational services or healthcare and social assistance. These sectors are very likely to be fully in-person, offering a large day-time population of potential customers in addition to the local population.

Visitation and Foot Traffic

The area immediately around La Marqueta currently sees average weekly foot traffic of about 4,300 visitors. This visitation is relatively consistent across the year and across weekdays, with the highest levels in the afternoon through early evening.

Peninsula 1A -- Bronx Site

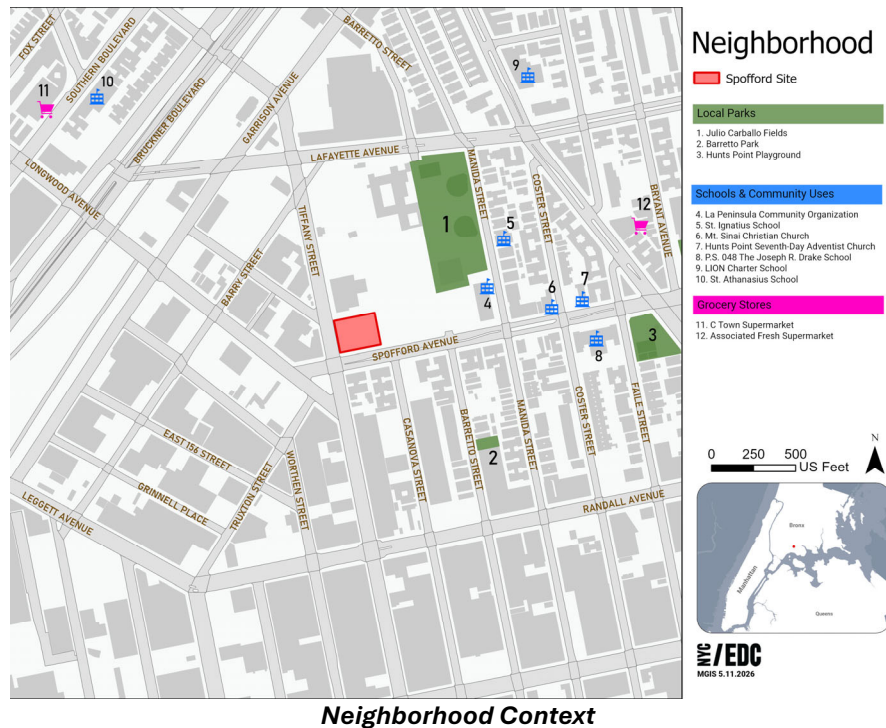
1215 Spofford Avenue, Unit 8, Bronx, NY 10474

Space Details

The space is a brand-new unit with frontage on Spofford Avenue. It is approximately ~15,000 SF across a ground floor and mezzanine level. Additional information may be provided in a site file to be provided by addendum to this RFP.

Site Information

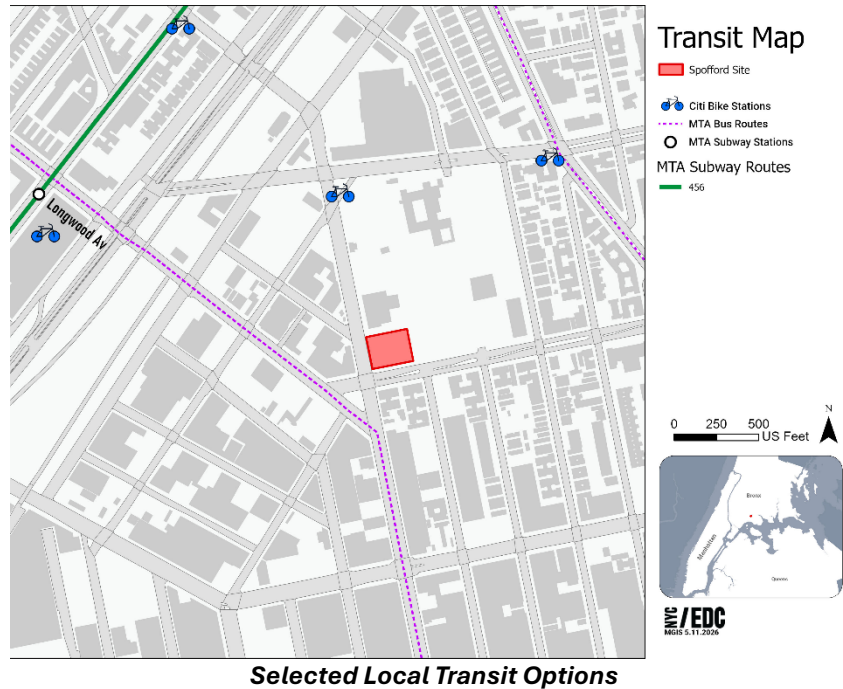
The Bronx Site is in the Hunts Point neighborhood of the Bronx. It is part of the Bronx Community District 2 and New York City Council 17. The Bronx Site, located at Block 2738, Lot 36, is situated within Building A at The Peninsula— a large, multi-phase mixed-use development, occupying a full city block along Spofford Avenue between Tiffany Street and Manida Street. The development campus, through a public-private partnership between the City and The Peninsula JV, LLC, will deliver over 700 units of affordable housing, light manufacturing, artist workspaces and groceries with an anticipated completion in 2029.



The area surrounding the Bronx Site is characterized primarily by medium-density residential and industrial uses, with mixed-use activity concentrated along Hunts Point Avenue. Zoning in the surrounding area generally reflects these patterns, with the residential core largely designated R6 and adjacent areas zoned M1-1 and M1-2, transitioning to M3-1 further afield. The Peninsula development site was rezoned from M1-2 to M1-2/R7-2 as part of the broader redevelopment effort. Commercial activity in the area is further supported by C1-4 overlays along Hunts Point Avenue. Formerly the Spofford Juvenile Detention Center, which closed in 2011, the Peninsula has since been the focus of a City-initiated redevelopment that is currently underway. The Bronx Site is proximate to the rehabilitated NYCHA Hunts Point Avenue buildings and the broader Hunts Point Food Distribution Center.

Transportation & Access

The Bronx Site is well served by public transportation. The Longwood Avenue station on the 6 subway line is located approximately four (4) blocks from the Bronx Site, and the Prospect Avenue station on the 2 and 5 lines is approximately 0.7 miles away. Bus service is available via the B46 along Longwood Avenue and the B6 and B6 SBS along Hunts Point Avenue, located a few blocks to the east. Future regional rail access will be provided by the Metro-North Railroad's Hunts Point station, located at Hunts Point Avenue and Garrison Avenue, which will serve the New Haven Line as part of the Penn Station Access project, currently scheduled for completion by 2030. The Bronx Site is also located near the Bruckner Expressway and is approximately an eight-minute drive from the Hunts Point Cooperative Market, a major food distribution hub serving New York City and the Tri-State area.



Neighborhood Profile

The area surrounding the Peninsula site in Hunts Point is a primarily residential and industrial neighborhood with a growing population base. Within a half-mile radius, approximately 26,000 residents live in the area, supporting demand for neighborhood retail.⁴ These residents are currently served by a single grocery store on Hunts Point Avenue.

The neighborhood is characterized by relatively lower household incomes compared to the New York City average, alongside a high share of households participating in SNAP. Total household income within the trade area is approximately \$540 million annually.

Metric	Value
Population	26,000
Households	9,500
Population Density (per sq. mile)	19,800
Average Household Income	\$56,700
Total Household Income	\$540M
SNAP Households	4,980
Share of Households Receiving SNAP	52%
Average Weekly Current Foot Traffic	2,300

⁴ Population and demographic data is pulled from the 2024 5-Year ACS estimates from the US Census Bureau. Census tracts that fall within a half-mile radius of the site are included.

Demographics and Density

The trade area includes approximately 26,000 residents across 9,500 households. Population density is about 19,800 people per square mile, lower than in much of the rest of New York City. Average household size is approximately 2.7 persons per household, which is higher than the citywide. Roughly three-fourths of the area's population identifies as Hispanic or Latino, with Puerto Rican and Dominican being the most prevalent identities. Meanwhile, just 26% of area residents were born outside of the United States. These figures are respectively higher and lower than we see citywide, suggesting a high concentration of US-born Hispanic residents. More than 2,800 households (30%) in the area are home to children. That's higher than we see citywide (22%).

Income and Household Spending

Average household income in the area is approximately \$56,700, below the New York City average. Aggregate household income totals roughly \$540 million across the trade area. Roughly one-quarter of households earn less than \$20,000 per year, while just 15% earn more than \$100,000 per year. Additionally, approximately 5,000 households receive SNAP benefits, representing 52% of all households in the area. This share is notably higher than the citywide average.

Employment and Economic Activity

In addition to the 26,000 residents, the neighborhood within a half mile of the site is also home to about 9,500 jobs.⁵ Nearly 60% of these workers are prime working age, 30 to 54, and are concentrated in four (4) primary sectors: wholesale trade (21%), healthcare and social assistance (12%), educational services (12%), and construction (10%). Additionally, the Hunts Point Produce Market, located just outside of the half-mile trade and is home to an additional 6,600 jobs, nearly all of which fall under wholesale trade. These combined 16,000 workers are in close proximity to the proposed site, are likely working fully in-person, and offer a consistent daytime population in addition to local residents.

Visitation and Foot Traffic

Current foot traffic in area immediately surrounding the site averages just over 2,300 visits per week, with slightly higher levels in the summer months.⁶ By hour and day of the week, visitation peaks at 6pm and is highest on weekdays.

⁵ Employment data is pulled from the most recent (2023) Longitudinal Employer Household Dynamics Worker Area Profiles and represents Census block groups that fall within the half-mile radius.

⁶ Visitation and foot traffic metrics are provided by Placer.ai and represent the area with 250 feet of the site.

Appendix E: Affordability Payment Estimate Assumptions Table

This table must be completed and submitted alongside the Respondent's Affordability Payment Request, to provide the assumptions underlying the request. Values should be provided separately for each location the Respondent proposes operating.

Additional spreadsheets and/or written explanations may be provided as needed.

Assumption	Value (Annual)					
	BX	BK	MN	QNS	SI	TOTAL
Sales, Core Basket items						
Sales, non-Core Basket items						
Costs, goods sold						
Costs, personnel (e.g., wages, benefits, payroll taxes)						
Costs, other operational (e.g., supplies, fees, merchandising)						
Costs, programmatic (e.g., additional programs)						

Notes

Regardless of whether Respondent is associating a Proposal with a proposed Site in Brooklyn, Queens or Staten Island, Respondent should provide estimates against those boroughs assuming that stores will comprise approximately 15,000 square feet of selling feet. If the Respondent is proposing to operate a specific site also submitted through the portal, it should provide estimates associated with those sites.

In estimating "Total sales, Core Basket items," Respondents should assume Core Basket items are sold at discounted prices approximately 30% below typical retail price.

Appendix F: M/WBE Program Overview

NYCEDC reserves the right to establish M/WBE participation goals for this Project. Following the selection of one or more Respondent(s) and during subsequent negotiations of agreement(s), NYCEDC will work with the Respondent(s) to review the Scope of Services and identify available subcontracting opportunities to determine appropriate M/WBE participation goals. If M/WBE participation goals are established, they will become a requirement of such agreement(s) with NYCEDC, and the selected Respondent(s) will be required to comply with applicable M/WBE program requirements and demonstrate good faith efforts to achieve those goals. NYCEDC further reserves the right to modify, or waive M/WBE participation goals, as permitted by applicable law and policy, based on its review of the final Scope of Services and available subcontracting opportunities.

Appendix G: NYCEDC Community Hiring Program Requirements

NYCEDC is committed to expanding economic opportunity by connecting those living in low-income communities and low-income households with quality employment opportunities. Through NYCEDC's "Community Hiring Permanent Program", NYCEDC works with project operators to support the potential hiring of eligible community hires as part of their ongoing business operations.

The Community Hiring Permanent Program is designed to support potential hiring of eligible community hires through existing hiring practices and includes workforce development goals related to hiring, retention, and advancement. These goals include using best efforts to fill fifty percent (50%) of new hires associated with operation of the grocery stores with eligible community hires, as well as retention and advancement goals for those hires. These are program goals, not required outcomes, and compliance is evaluated based on applicable program requirements and demonstrated best efforts. community hires are individuals certified as either residents of designated economically disadvantaged communities or qualifying affordable housing; or individuals from low-income households.

Following selection of the successful Respondent(s), NYCEDC will work with the Respondent(s) to develop an implementation strategy tailored to the Project's operations. The selected Respondent and any potential eligible subcontractors will be required to use best efforts to comply with the applicable Community Hiring Permanent Program requirements.

Appendix H: Doing Business Data Forms

Local Law 34 of 2007 (LL 34) requires the creation of a database containing information about entities that do business with the City as defined by the law, and principal officers, owners and senior managers of these entities. This information will be collected on Doing Business Data Forms that are distributed, collected and reviewed by agencies, and forwarded to the Doing Business Accountability Project (DBAP) at the Mayor's Office of Contract Services (MOCS) for processing. Collected data will be used to identify entities and people who are subject to LL 34's limitations on campaign contributions in municipal elections.

The Respondent shall complete and submit a Doing Business Data Form which can be found at <https://edc.nyc/vendor-resources> (as set forth in the links below). If the Respondent cannot access or download these forms, NYCEDC may, upon request, send the Respondent the required forms.

If you have any questions or concerns, please contact the Doing Business Accountability Project at 212-788-8104 or DoingBusiness@cityhall.nyc.gov.

[Doing Business Form](#)

[Q&A General](#)

Appendix I: RFP Terms and Conditions

In addition to those stated elsewhere, this RFP and any transaction resulting from this RFP are subject to the conditions, terms, and limitations stated below:

- In connection with its review of the Proposals submitted pursuant to this RFP, NYCEDC may require one or more Respondents to provide greater detail concerning one or more aspects of the Proposals of such Respondent(s). In addition, NYCEDC may schedule interviews with one or more Respondent(s) for which interviews such Respondents may be required to make its/their principal(s) and key employees available. Interviews shall be at the sole discretion of NYCEDC and may or may not be conducted and may or may not be scheduled for all Respondents. NYCEDC reserves the right to request from any Respondent such other information and materials as it may, in its sole discretion, deem necessary or desirable in addition to the information required under this RFP. The holding of any such discussions, conducting of such interviews and/or the making of such request for any such additional information or materials shall not constitute selection of a Proposal, or in any other way impose on NYCEDC any obligation to any Respondent. NYCEDC shall not have any legal obligation to any Respondent.
- Respondent(s) shall cooperate in supplying any information as may be required with respect to any governmental review and approval that may be necessary in connection with the Project.
- Recipients of this RFP shall make no news, statements to the press, or press release pertaining to this without prior written approval from NYCEDC. Upon submission of a Proposal to this RFP, Respondents, and their representatives and agents, shall treat their Proposals and all information obtained from the City or NYCEDC in connection with this RFP that was not in the public domain prior to the time they obtained it from the City as confidential information, and shall not discuss, publish, divulge, disclose or allow to be disclosed the confidential information to any other Respondent or any other person, firm or entity, including press or other media, without NYCEDC's prior written approval.
- All Proposals and other materials submitted to NYCEDC in response to this RFP may be disclosed in accordance with the standards specified in the Freedom of Information Law, Article 6 of the Public Officers Law of the State of New York ("FOIL"). A Respondent may provide in writing, at the time of its submission, a detailed description of the specific information contained in its Proposal which it has determined is a trade secret and which, if disclosed, would substantially harm such Respondent's competitive position. This characterization shall not be determinative but will be considered by NYCEDC when evaluating the applicability of any exemptions in response to a FOIL request.
- Neither the City nor NYCEDC shall be liable for any cost incurred by the Respondent in the preparation of its Proposal. Neither the City nor NYCEDC is obligated to pay any costs, expenses, damages or losses incurred by any

Respondent at any time unless NYCEDC or the City has expressly agreed to do so in writing.

- NYCEDC shall be the sole judge of whether a Proposal conforms to the requirements of this RFP and of the merits and acceptability of the individual Proposals. Notwithstanding anything to the contrary contained herein, NYCEDC reserves the right to take any of the following actions in connection with this RFP: amend, modify or withdraw this RFP; waive any requirements of this RFP; require supplemental statements and information from any respondents to this RFP, including, if the Respondent is a joint venture, a copy of a joint venture agreement; award a Contract to as many or as few or none of the respondents as NYCEDC may select; accept or reject any or all Proposals received in response to this RFP; extend the deadline for submission of Proposals; negotiate or hold discussions with one or more of the Respondents; permit the correction of deficient Proposals that do not completely conform with this RFP; waive any conditions or modify any provisions of this RFP; reject any or all Proposals and cancel this RFP, in whole or in part, for any reason or no reason, in NYCEDC's sole discretion. NYCEDC may exercise any such rights at any time, without notice to any Respondent or other parties and without liability to any Respondent or other parties for their costs, expenses or other obligations incurred in the preparation of a Proposal or otherwise. All Proposals become the property of NYCEDC.
- The City and NYCEDC, and their respective officers, employees, and agents, make no representation or warranty and assume no responsibility for the accuracy of the information set forth in this RFP including, without limitation, information in the attachments, exhibits, appendices, diagrams, emails and Website.
- Neither NYCEDC nor the City will be responsible for any injury or damage arising out of or occurring during any visit to any N.Y.C. Groceries site.
- Only Proposals from principals will be considered responsive. Individuals in representative, agency or consultant status may submit Proposals only under the direction of identified principals, where the principals are solely responsible for paying for such services.
- This RFP and any agreement(s) resulting here from are subject to all applicable laws, rules, regulations and executive orders, policies, procedures and ordinances of all Federal, State and City authorities, as the same may be amended from time to time, including without limitation, equal employment opportunity laws.
- All terms in this RFP related to the permitted use of any N.Y.C. Groceries site shall be as defined in the New York City Zoning Resolution and any applicable plan, design guidelines, or similar development limitations and controls. Where any conflict arises in such terms, the most restrictive shall prevail. The proposed transaction may be subject to approval by NYCEDC's Board of Directors and/or Executive Committee.

- A Respondent submitting a response to this RFP may be rejected if it or, if the Respondent is a business entity, any of its affiliates, principal shareholders, principals, partners, members, consultants, subcontractors, agents, officers, directors or employees is determined, in NYCEDC's sole discretion, to be within a category of persons or entities with whom or which the City or NYCEDC will not generally do business, including, without limitation, if such Respondent (or any of its affiliates, principal shareholders, principals, partners, members, consultants, subcontractors, agents, officers, directors or employees) (i) is in default or in breach, beyond any applicable grace period, of its obligations under any written agreement with NYCEDC or the City, unless such default or breach has been waived in writing by NYCEDC or the City, as the case may be; (ii) has been convicted of a misdemeanor and/or found in violation of any administrative, statutory, or regulatory provision in the past five (5) years; (iii) has been convicted of a felony, and/or any crime related to truthfulness and/or business conduct in the past ten (10) years, inclusive of any convictions for wage theft; (iv) has received a public notice of violations from the New York State Department of Labor for violations of the Wage Theft Prevention Act; (v) has any felony, misdemeanor and/or administrative charges currently pending; (vi) has received written notice of default in the payment to the City of any taxes, sewer rents, or water charges, unless such default is then being contested with due diligence in proceedings in a court or other appropriate forum; or (vii) has owned at any time in the preceding three (3) years any property which, while in the ownership of such party, was acquired by the City by in rem tax foreclosure, other than a property in which the City has released or is in the process of releasing its interest to such party pursuant to the Administrative Code of the City.
- Prior to any award to a Respondent, such Respondent and all officers and principals thereof must complete a background questionnaire and shall be subject to investigation by NYCEDC and the City's Department of Investigation. Any designation may be revoked in NYCEDC's sole discretion in the event any derogatory information is revealed by such investigation.

Appendix K: Statement of Agreement

Statement of Agreement

(On company letterhead)

Date:

New York City Economic Development Corporation

1 Liberty Plaza, 14th Floor

New York, NY 10006

To whom it may concern:

This letter hereby certifies that [Respondent] has read this RFP, the Appendices, the Exhibits, and agrees to the terms and conditions set forth in this RFP and Appendices.

Sincerely,

Respondent

Respondent Title *[must be authorized principal or officer of the respondent]*