

MEATPACKING DISTRICT

REQUEST FOR QUALIFICATIONS

Meatpacking District Holiday Market Development

Issued by:

Meatpacking District Management Association
32 Gansevoort Street
New York, NY 10014

Issue Date: Wednesday, April 16, 2025

Response Due Date: Friday, May 16, 2025

Introduction

The Meatpacking District Management Association seeks responses from qualified agencies to conceptualize, design, and produce a distinctive holiday market and village concept in New York City's celebrated Meatpacking District. This market will offer something entirely new in the landscape of the city's holiday destinations, with a mix of upscale retail, food & beverage offerings, cultural activations, and immersive programming.

Meatpacking seeks respondents with the vision to integrate the district's historic charm with a premium, contemporary experience, ensuring the market reflects the unique identity of Meatpacking. Respondents are responsible for providing a statement of qualifications that addresses market design and production, viability analysis, budget development and management, and programming curation. A future RFP will be issued to identify a qualified partner to undertake all commercial sales activity within the market via a sub-concession agreement with the Meatpacking District, per NYC DOT sub-concession procurement policy. We anticipate responding teams to harness multidisciplinary expertise, and multi-firm collaborations to demonstrate the qualifications and experience necessary to deliver a successful, premium market experience.

Via a future competitive RFP the Meatpacking District expects to identify an agency partner who will sign up for a 3-year operating term for the holiday market, helping Meatpacking expand and scale the market on a trajectory of increased cultural impact, community engagement, and profitability (operations explicitly excludes management of any commercial sales activity, which will be identified via a separate RFP and subsequent sub-concession agreement with the Meatpacking District, per NYC DOT sub-concession procurement policy). The exact market duration will be determined once firm selection has been made, but expect an approximate date range from Thanksgiving through the New Year.

Holiday Market Development Objectives

The primary goals of this holiday market include:

1. Curate a refined market experience that is differentiated in the New York City holiday landscape and shares a uniquely [Meatpacking point of view](#), drawing from Christmas markets across Europe and other iconic holiday traditions.

2. Increase foot traffic and economic activity in the Meatpacking District by attracting an audience of both New Yorkers and visitors.
3. Create a revenue-generating model for the market & its participants that can scale and expand over 3 years of operation and beyond.
4. Execute a first-of-its-kind, best-in-class market in NYC, fully occupying roadways and public plazas for the duration of the market.
5. Provide an environment that is cohesive with the landscape, retailers, and architecture of the Meatpacking District.

Agency Scope of Work

Agencies shall respond with their vision concerning the following elements, which should be expressed in the RFQ submission.

1. Concept Development:

- Develop a compelling creative vision, renderings, and operational plan for a complex, immersive holiday market concept.
- Propose the market's identity and branding strategy in alignment with the Meatpacking District guidelines provided in Appendix A for your reference.
- Illustrate a plan that outlines curation for the market, including the types of tenants, proportional mix, and any brand or neighborhood connections that will be used to inform the tenanting process.
- Develop a profitable business model and proforma for the holiday market that demonstrates a strong understanding of the financial feasibility of the project, and articulates a clear fee, revenue sharing, or other payment model to the BID
- Market Concept Guidewords to inform the overarching concept, design, vendor curation, and operational approach include:
 - REFINED: Elegant and cultured in appearance, manner, or taste.
 - ARTISANAL: Pertaining to or noting a high-quality or distinctive product made in small quantities, usually by hand or using traditional methods.
 - LOCAL: Belonging or relating to a particular area or neighborhood, typically exclusively so.
 - PREMIUM: Of exceptional quality or greater value than others of its kind; superior.

2. Architectural & Structural Design:

- Propose, plan, and manage architectural development for the market. Deliver a blueprint to define the core physical structures—permanent vs. temporary builds, materials, and spatial hierarchy. Consider how the architecture supports functionality, aesthetics, and visitor engagement.
- Ensure the build-out complements the surrounding environment, factoring in accessibility, sustainability, and urban or natural integration.
- Specify key design elements such as custom installations, modular components, wayfinding signage, and lighting to enhance the experience and support the market's flow.
- Outline the construction build timeline, staging areas, and contractor coordination.

3. Market Layout & Design:

- Identify a market layout and user pathway within the Festival Footprint Map plan that showcases past precedents for use of public space in the Meatpacking District provided in

Appendix A for your reference.

- Footprints and areas of priority for activation include:
 - Gansevoort Plaza
 - Chelsea Triangle
 - 14th Street Square
 - Ninth Avenue, Gansevoort to West 14th Street
 - Washington Street, Horatio to West 14th Street
 - Gansevoort Street, Hudson to Washington
 - Little West 12th Street, Ninth Ave to Washington
 - West 13th Street, Ninth Ave to Washington
- The final concept layout and design concepts will include the following:
 - High-quality, distinctive vendor stalls that are design-forward and functional.
 - A main stage for live performances.
 - Enclosed and outdoor spaces for lounges and hospitality concepts.
 - Spaces for activities and programming.
 - Dedicated areas for the sale and consumption of alcohol per the State Liquor Authority permitting process.
 - Opportunities for visual and/or interactive art.
 - A platform or elevated viewpoint to provide a distinct destination for photos and content sharing.
 - Location for back-of-house facilities to include the location of sanitation receptacles, dumpsters, generator locations, handwashing stations, potable water spigots, staff break facilities, restrooms, and similar ancillary systems or structures.

4. Vendor Curation & Management:

- Develop vendor selection and operations plan, including draft agreements, codes of conduct.
- Please note that a combination of upscale and affordable food and beverage should make up at least 50% of the vendor ecosystem, and guidewords for the vendor curation approach include: Refined, Artisanal, Local, and Premium. Aesthetic and thematic guides are provided for your reference in Appendix A.
- Identify opportunities to integrate relevant Meatpacking retail tenants and restaurants currently operating in the district.
- Secure the necessary permits to serve alcohol throughout or at various places throughout the market is required; plan for the process and potential integration of existing liquor license holders or for an alternative way to acquire a permit through the SLA.

5. Programming & Entertainment:

- Identify high-quality programming, entertainment, and cultural partners. The Meatpacking District is interested in offering a suite of wide-ranging activities, from local and international talent.
- Develop a thorough daily programming schedule for various activation spaces.
- Identify opportunities for hospitality spaces and services. The Meatpacking District is open to tiers of public, ticketed, and VIP experiences that scale access to exclusive spaces and events.
- Consider how the market could pair with a local sustainability initiative/partner.
- Aesthetic and thematic guides are provided for your reference in Appendix A.

6. Operations & Logistics:

- Manage permitting, security, traffic, maintenance, trash, composting, recycling, and all other

operational logistics.

- Manage market infrastructure design, build, and onsite installation.
- Manage wayfinding, guest experiences, and daily run-of-show logistics.
- Plans must comply with Meatpacking's MWDBE procurement requirements as well as NYC PASSport regulations. Meatpacking Procurement Terms & Conditions are provided in Appendix B for your reference.

7. Budget Management:

- Inform the final all-encompassing concept cost and ensure the project delivers within the established budget.
 - Securing any necessary licenses and permits from relevant City agencies.
 - Support the issuance of a future RFP to identify a suitable partner to undertake all commercial sales activity within the market via a sub-concession agreement with the Meatpacking District, per NYC DOT sub-concession procurement policy.
 - Limitations on revenue and rules for sales are largely dictated by the NYC Dept. of Transportation and Street Activity Permitting Office; this must be considered when developing the budget and profit model (the MDMA will endeavor to support the most cost-effective permitting regime possible on behalf of the holiday market operator).
- Build a profitable business model through sponsorships, vendor fees, and other suitable partnerships. Identify foundational sponsors and partners to reduce or offset costs.
 - Rules governing sponsorship are based on regulations defined by the Meatpacking BID's Plaza Agreement. This includes prohibitions on sponsorships by alcohol and tobacco brands and overall limitations on sponsorship signage and branded materials.
- Develop a multi-year financial plan for the market concept including projected scalability year-over-year.

Response Requirements

Interested agencies should submit a response that reflects all of the elements of the scope outlined above, is phased based on the development towards the final product (i.e. Phase 1: conceptual designs, budget, scale; Phase 2: formal design development, implementation, permitting, and sponsorship; Phase 3: etc) and organized in the following categories:

1. Agency Background:

- Provide an overview of agency expertise and any past experience on similar projects.
- Outline key team members and their roles related to this project.
- Identify sub-consultants or partner agencies contributing expertise to the project's execution.
- Provide at least three references from past clients.

2. Approach & Methodology:

- Outline an actionable implementation strategy in a detailed project schedule from award date to market execution.
- Outline your approach to permitting & vending logistics (i.e. liquor sales and service, street closures, etc.).
- Outline your approach to vendor curation, operations, and guest experience.
- Provide a preliminary map illustrating locations and types of vendors, program areas, and interactive experiences.
- Outline your recommended multi-year scalability strategy.

3. **Design & Infrastructure Plan**
 - Articulate a holistic, inspiring vision for the market.
 - Provide a detailed market layout across the Meatpacking District, which includes scaled and different footprints with a minimum of 50 vendors.
 - Share a design response that includes brand ideas and identity.
4. **Vendor, Programming & Activation Plan**
 - Outline your proposed approach for sourcing, contracting, and execution.
 - Propose examples of vendors, programmatic partners, cultural partners, or other entities you would engage to develop an immersive experience.
 - Detail your ideas for retail, community engagement, hospitality, art, and other interactive experiences.
 - Outline the companies or entities you plan to utilize.
5. **Budget & Financial Structure**
 - Provide a breakdown of construction and operating costs per booth and potential storage costs. Meatpacking anticipates each vendor will pay a minimum of \$15,000 per booth for the market term and looks to the responding agency to suggest the final per-vendor fee based on the market experience provided.
 - Provide an overall estimated budget for infrastructure, wayfinding, art and decor, entertainment, and programming.
 - Provide an overall estimated budget for operating costs including maintenance, guest experience service, utilities, security, etc.
 - Provide a sponsorship and fundraising strategy that creates opportunities for profitability.
 - Provide a response for estimated revenue share with the Meatpacking District and expected payment to the MDMA resulting from the operation of the Holiday Market.
 - Supporting the issuance of a future RFP that will be issued to identify a suitable partner to undertake all commercial activity within the market via a sub-concession agreement with the Meatpacking District, per NYC DOT sub-concession procurement policy (including handling commercial sales, vendor fees, and similar).

Evaluation Criteria

Responses will be evaluated based on the following:

1. Demonstrated experience with similar, large-scale events and/or installations and favorable references
2. Creativity and alignment with the Meatpacking District's vision, and a distinct POV when compared to other NYC Holiday Markets
3. Feasibility and detail of the proposed plan
4. Budget and cost-effectiveness in service of a scalable business model

Submission Details

Responses must be submitted VIA EMAIL by 7pm ET on Friday, May 16, 2025 to:

Jeffrey LeFrancois
 Executive Director
 Meatpacking District Management Association
Jeffrey@meatpacking-district.com

Tiffany Griffin
 Director of Marketing, Events, and Partnerships
 Meatpacking District Management Association
tiffany@meatpacking-district.com

More details are below and late submissions will not be considered.

Interest and Q&A

To be identified as an interested party, and to receive MDMA responses to posted questions, potential proposers **must fill out the [“Meatpacking BID RFP Interest Sheet”](#)** linked here and select “Holiday Market RFP” to register interest.

Prior to the submission deadline, interested parties may submit questions via email to [Tiffany Griffin](#) for the MDMA to provide clarity on points included in this RFP, or to better understand specific items to develop a more detailed and viable response. **All questions must be submitted to the BID by Monday, April 28, 2025;** responses will be provided to all interested parties by Monday, May 5, 2025.

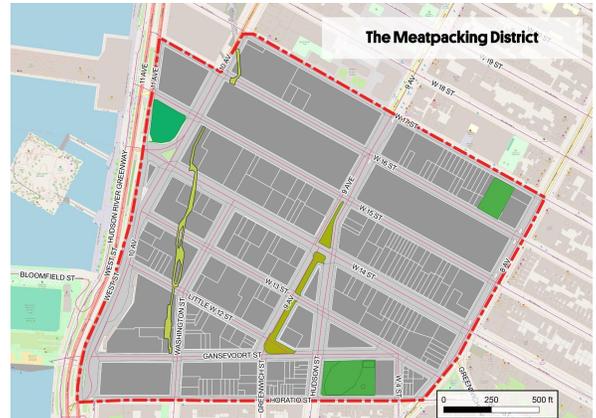
Appendix A | Meatpacking District Resources & Assets

About The Meatpacking District

WHO WE ARE

The Meatpacking Business Improvement District (BID) is a non-profit business alliance whose mission is to support the business community and to keep the Meatpacking District clean, safe and beautiful for locals and visitors alike. It was founded to expand upon the good work of the Meatpacking Improvement Association (MPIA), which was formed in 2010 by a small group of neighborhood property owners and key businesses.

We manage and maintain the district's public spaces in partnership with the NYC Department of Transportation, represent and promote the area's business interests, produce events and manage a marketing and public relations campaign for the neighborhood.



HISTORY

The Meatpacking District is a neighborhood like no other: a fusion of grit and glam, where old New York meets the frenetic pace of the 21st Century. It has a magnetic appeal. Nestled into the western corner of Lower Manhattan, before the chic boutiques and upscale bars, it was home to industrial slaughterhouses, public markets, and a bustling working waterfront. Its evolution has been layered, giving the district a rich, interesting, often contradictory charm. And while we have the best guides for whichever journey you choose in the Meatpacking District, a curious wander might be the best way to experience it. Day and night, the cobblestone streets are alive with culture. You're bound to stumble onto something delicious, stylish, thought-provoking, and very likely, all of the above.

You can learn about the Meatpacking District history on our [website](#).

Meatpacking District Brand Guidelines & Assets

1. [Visual Guideline Index](#)
2. [Logo](#)
3. [Color Palette](#)
4. [Typefaces](#)

Meatpacking District Maps & Resources

1. [Meatpacking District Plaza and Footprint Guide](#)
2. [Past Festival Footprint Examples](#)
3. [Meatpacking District Data & Reports](#)

Meatpacking District Aesthetic & Thematic Guides

1. Concept Guidewords:
 - a. REFINED: Elegant and cultured in appearance, manner, or taste.
 - b. ARTISANAL: Pertaining to or noting a high-quality or distinctive product made in small quantities, usually by hand or using traditional methods.
 - c. LOCAL: Belonging or relating to a particular area or neighborhood, typically exclusively so.
 - d. PREMIUM: Of exceptional quality or greater value than others of its kind; superior.
2. [Visual & Program Mood Board References](#)

Appendix B | Meatpacking District Procurement Terms & Conditions

1.1 Indemnification:

The Contractor agrees to indemnify and hold the City of New York, the New York City Department of Small Business Services (SBS), the New York City Department of Transportation (DOT), the DMA, their agents and employees, harmless from any and all claims, damage, loss, judgments, or liabilities including costs and expenses, legal or otherwise, to which they may be subject as a result of any act or omission of the Contractor, its agents, employees, Subcontractors, Contractors, or permittees in connection with this contract. The Contractor shall be solely responsible for the safety and protection of all its employees and shall assume all liability for injuries, including death, that may occur to said employees due to the negligence, fault or default of the Contractor. The Contractor shall also require such indemnification from its Contractors, Subcontractors and permittees.

1.2 Warranties:

The Contractor warrants that services of any nature furnished hereunder shall be rendered competently by qualified personnel in accordance with the best-accepted practice. The Contractor further warrants that such services comply with all requirements of federal, state, and local laws and regulations, including, without limitation, the Occupational Safety and Health Act of 1970.

1.3 Insurance:

Contractor, its subcontractors and sub-subcontractors shall not commence work until it has obtained all insurance referred to herein and provided proof as set forth and has been approved by the Meatpacking District BID (hereinafter referred to as "Meatpacking BID").

Contractor and its subcontractors and sub-subcontractors shall secure, pay for and maintain the following insurance policies in full force and effect during the term of the agreement:

- (A) Property Insurance upon all tools, material and equipment (owned, borrowed or leased by the contractor or their employees) to the full replacement value thereof during the full term of this contract. This insurance shall insure against damage or loss caused by fire and all other perils covered by a standard "All Risk" insurance policy. Contractors agree to waive its right of subrogation against the Meatpacking District BID, the BID's agent and consultants. Failure of the contractor to secure and maintain adequate coverage shall not obligate Meatpacking BID or its agents or employees for any losses.
- (B) Workers' Compensation affording coverage under the Workers Compensation laws of the State of New York and Employers Liability coverage subject to a limit of no less than \$1,000,000 each employee, \$1,000,000 each accident, and \$1,000,000 policy limit.
- (C) Commercial General Liability Insurance written on ISO form CG00 01 10/01 with limits of \$1,000,000 per occurrence Bodily Injury and Property Damage Combined, \$1,000,000 per occurrence Personal & Advertising Injury, \$1,000,000 aggregate Products and Completed Operations Liability and \$2,000,000 General (per project) Aggregate. The policy shall be written on an occurrence basis with no deductible.

The policy shall not contain exclusions relating to:

1. Contractual liability
2. Independent contractors
3. Gravity related injuries
4. Injuries sustained by employee of an insured or any insured
5. Expected or intended injury for assault and battery.

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Policy shall be endorsed to name Meatpacking BID, the City of New York, the Dept. of Transportation, Dept. of Small Business Services and all other entities that may be reasonably required as "additional insured" utilizing ISO Forms CG2026 or broader. Definition of Additional Insured shall include all Officers, Directors and Employees of the named entity, its agents and consultants. Further, insurance policy shall provide coverage for the "additional insured" shall apply on a primary basis and non-contributory irrespective of any other insurance, whether collectible or not.

- (D) Automobile Liability Insurance for Bodily Injury and Property Damage in the amount of \$1,000,000 combined and covering all owned, non-owned and hired vehicles. Policy shall include Meatpacking BID as additional insured.
- (E) If applicable, Security Guard Errors and Omissions Liability insurance at not less than a \$2,000,000 limit providing coverage for damages arising out of acts, errors, or omissions of the contractor.
- (F) Umbrella Liability Insurance for the total limit purchased by Contractor but, not less than a \$5,000,000 limit providing excess coverage over all limits and coverage's noted in paragraph 2, 3, and 4 above. This policy shall be written on an "occurrence" basis and shall cover Meatpacking BID and all other entities that may be reasonably required as "additional insured". Coverage for the "additional insured" shall apply on a primary basis and non-contributory irrespective of any other insurance, whether collectible or not. All policies (except automobile) shall allow for a Waiver of Subrogation in favor of the Meatpacking BID, the City of New York, SBS, and DOT. All policies noted in above shall be written with insurance companies licensed to do business in the State of New York and rated no lower than A1- in the most current edition of A.M. Best's Property-Casualty Key Rating Guide

(G) EVIDENCE (NOTICES) OF COMPLIANCE

All policies shall be endorsed to provide that in the event of cancellation, non-renewal or material modification, the Meatpacking BID shall receive thirty (30) days prior written notice thereof. Contractor shall furnish Meatpacking BID with Certificates of Insurance no later than (5) days prior to commencement of work and upon request, shall provide Meatpacking BID with complete copies of the aforementioned policies including all endorsements attached thereto evidencing compliance with all insurance provisions noted above.

Each certificate shall be marked "Premium Paid".

All Certificates and policy termination notices should be delivered via certified mail to:

Jeffrey LeFrancois,
Executive Director
MDMA
32 Gansevoort Street, Fifth Floor
New York, NY 10014
jeffrey@meatpacking-district.com

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(H) INDEMNIFICATION/HOLD HARMLESS

The contractor shall, to the fullest extent permitted by law defend, indemnify and hold Meatpacking BID, its partners, directors, members, officers, employees, servants, representatives, consultants and agents harmless from and against any and all claims, loss, (including attorneys' fees, witnesses' fees and all court costs), damages, expense and liability (including statutory liability), resulting from injury and/or death of any person or damage to or loss of any property arising out of any negligent or wrongful act, error, omission, breach of any statute, code or rule or breach of contract, in connection with the operations of the contractor, its subcontractors and sub-subcontractors. The foregoing indemnity shall include injury or death of any employee of the contractor or subcontractor and shall not be limited in any way by an amount or type of damages, compensation or benefits payable under any applicable Workers' Compensation, Disability Benefits or other similar employee benefits acts. This clause shall survive the expiration or termination of this contract and the work.

1.4 Permits:

The Contractor shall be responsible for obtaining all permits and/or approvals, if required by the City, for any work to be performed. The MDMA shall be provided with a copy of any aforementioned permits.

1.5 Independent Contractor and Licensee:

Notwithstanding anything contained herein to the contrary, it is specifically understood and agreed that in the performance of the terms, covenants, and conditions of this contract, the Contractor and any of its employees, agents, independent Contractors, Subcontractors, and permittees shall not be deemed to be acting as agents, servants, or employees of the MDMA or the City by virtue of this contract or by virtue of any approval, permit, license, grant, right, or other authorization given by the MDMA or the City or any of its officers, agents, or employees pursuant to this contract, but shall be deemed to be independent Contractors performing services for the MDMA or the City or the Contractor, as the case may be, and shall be deemed solely responsible for all acts taken by them pursuant to this contract.

IV.9 Assignment:
The Contractor shall not assign, transfer, convey or otherwise dispose of any portion of the contract or any part thereof, or of its interest herein or assign, by power of attorney or otherwise, any of the moneys due or to become due under this contract, without the written consent of the Executive Director of the MDMA.

1.6 Claims or Actions:

The Contractor shall look solely to the funds appropriated by the MDMA for this contract for the satisfaction of any claim or cause of action the Contractor may have against the MDMA in connection with this contract or the failures of the MDMA to perform any of its obligations hereunder. No officer, employee, agent or other person authorized to act on behalf of the MDMA or the Contractor shall have any personal liability in connection with this contract or any failure of the MDMA or the Contractor to perform its obligations hereunder. The Contractor agrees that no action against the MDMA in connection with this contract shall lie or be maintained unless such action is commenced within six months after the cause for said action allegedly occurred.

Appendix B | Meatpacking District Procurement Terms & Conditions

1.7 Termination and Cancellation:

This contract is subject to cancellation by either party for cause, i.e., material failure to perform, upon 30 days written notice, and the MDMA may cancel without cause upon thirty (30) days' written notice. The MDMA also reserves the right to cancel immediately for cause based on material failure to perform.

1.8 No Waiver:

The failure of either party to insist on strict performance of any of the terms or conditions of this contract or of the party's right in any one or more instances shall not constitute a waiver by the party of such performance, terms, conditions, or rights either then or for the future. Any waiver shall be effective only in writing and signed by the party's authorized representative, and only with respect to the particular case expressly covered therein.

1.9 Compliance with Laws:

The Contractor shall comply with all applicable federal, New York State, and New York City local laws, executive orders, regulations, and rules. The Contractor shall hold harmless and indemnify the MDMA from any fines, penalties, and expenses, which the MDMA may suffer by reason of the breach or non-observance by the Contractor of its obligations under this provision.

1.10 Subcontracting:

The Contractor shall not subcontract all or any portion of the performance to be rendered hereunder without the express prior written approval of the Executive Director of the MDMA as to the work to be subcontracted and the sub-Contractor, provided that the Contractor shall not be relieved of any obligations hereunder by reason of any such approved subcontracting.

1.11 Books, Records, Audits and Inspections:

The Contractor shall keep accurate records and books in accordance with generally accepted accounting practices. Such books and records shall include, but not be limited to employee time and payment; account receivable and payable; purchase orders and sales receipts; liabilities and payments rendered for the purposes of this contract. All books and records of Contractor shall be available upon three (3) business days' notice for the purposes of auditing or inspection in order to verify compliance with the terms of this contract and applicable process of law.

1.12 Price and Payment:

The price for the services set forth herein shall be confirmed, fixed monthly price and not subject to change except as specifically provided herein. The prices quoted in response to this RFP shall be for the first term of service, July 1, 2025 – June 30, 2027 but not inclusive of the potential one-year extensions.

The MDMA reserves the right to adjust the commencement date of this agreement by not more than 60 days. Payments shall be adjusted on a pro-rata basis if the MDMA exercises this right.

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Payments shall be made on a monthly basis, provided that the invoices are submitted in a proper and timely manner.

1.13 Hourly and Annual Pricing

The hourly wage for a worker assigned to the Meatpacking BID under this contract is expected to comply with New York State Minimum Wage laws of \$16.50 per hour, and the average wage for a worker is expected to be the New York County living wage. Please refer to Appendix A, B, & C, which requires information to be completed based on varying incremental wage rates. Proposers should complete the information for ALL wage rates requested. Proposers should also provide a total annual estimate for the program, based on the program requirements and parameters outlined in this RFP, using the anticipated wages stated above.

Please provide annual pricing for the first term of the contract as applicable, as well as subsequent years if the renewal period were to be awarded, if different from the first term.