

REQUEST FOR INTEREST

RETAIL OPPORTUNITIES AT NEW HAVEN'S UNION STATION

ISSUED BY: Union Station Partnership
(through its Manager, New Haven Parking Authority)

ISSUE DATE: September 21, 2026

ESTIMATED CLOSE DATE: January 29, 2027 by 05:00PM

SUMMARY

Designed by famed architect Cass Gilbert and opened in 1920, New Haven's Union Station welcomes more than 3.7 million customers annually and serves as a critical transportation hub for New Haven and the greater Northeast region.

Union Station is currently undergoing a multi-million-dollar renovation to transform the historic structure into a modernized transit hub while preserving its architectural character. This project will expand retail opportunities, refresh existing spaces, and introduce new amenities (including improved and expanded restrooms, automated transit ticketing, passenger seating areas, and clearer wayfinding). The goal is to create a more comfortable, accessible, and welcoming destination for all.





THE NEW HAVEN MARKET

New Haven is Connecticut's economic and cultural center. The city features a diverse economic base, with major industries spanning higher education, health care, bioscience, information technology, and advanced manufacturing. New Haven employers currently provide over 100,000 jobs, and the city's job growth leads the state, outpacing every other market in Connecticut.

THE OPPORTUNITY

Union Station Partnership, through its Manager, New Haven Parking Authority (NHPA), is seeking to introduce new and expanded retail and commercial services to better meet the needs of daily passengers and the broader community. With millions of passengers moving through the station each year, Union Station is an ideal setting to showcase New Haven's vibrant food scene and unique local offerings to an engaged, high-volume audience.

Potential retail uses may include, but are not limited to, coffee, grab-and-go food, full-service restaurants, bar service, convenience retail, sundry sales, local goods, bike-related services, small-format grocery, personal services, temporary pop-ups, kiosks/carts in a shared space, and other customer-oriented offerings compatible with a transit environment. See enclosed Exhibit A for floor plans of the proposed retail spaces.

This Request for Interest is intended to help Union Station Partnership understand sector interest, tenant requirements, potential uses, and strategies to activate the Station in ways that improve the customer experience, support local economic activity, and complement daily transit operations.

This RFI is for planning and information-gathering purposes only. It is not a solicitation, procurement, or offer to lease space. Responses may be used to inform a future Request for Proposals, lease offering, pilot program, concession agreement, or other procurement process.





RFI GOALS

- Solicit interest from the New Haven community in new concepts that will improve the experience for Union Station's customers and visitors
- Activate underused interior spaces
- Support safe, accessible, and welcoming public spaces
- Encourage participation from small, local, and disadvantaged business enterprises
- Refer potential tenants to small business support programs as needed
- Ensure proposed uses are compatible with transit operations, passenger circulation, security, maintenance, and accessibility

INFO REQUESTED FROM RESPONDENTS

Interested parties are invited to submit concise responses addressing the following topics. Respondents may answer all questions or only those relevant to their business model.

- Business name, address, website, and primary contact information
- Business type, ownership structure, and years in operation, if applicable
- Business location, products and/or services, and customer base
- Certifications or designations (e.g., small business, local business, disadvantaged business enterprise, or similar status)
- Applicable licenses specific to the type of business (e.g., Qualified Food Operator, Food Handler, etc.)

RETAIL OPERATIONS IN A TRANSIT CENTER

- How the concept would serve transit customers and enhance the public environment
- Strategies for minimizing conflicts with passenger circulation, accessibility, safety, security, and deliveries
- Experience managing high-volume customer flows or operating in controlled public environments, if relevant
- Approach to customer service, cleanliness, public safety, and coordination with facility management
- Any operational risks or constraints that Union Station Partnership should consider
- Applicable licenses specific to the type of business (e.g., Qualified Food Operator, Food Handler, etc.)



RESPONDENT FEEDBACK

Your input may help shape how we structure this opportunity.

- What barriers might discourage Respondents from participating in a future opportunity?
- What information would Respondents need in a future solicitation to prepare a complete proposal?
- What physical, financial, operational, or regulatory conditions would make this opportunity more attractive?
- Are there opportunities for local partnerships, rotating vendors, markets, community programming, or temporary activations?

RECOMMENDED SITE VISITS

Union Station Partnership (through NHPA) will conduct one-on-one site visits with each Respondent to provide available information such as site plans, photographs, passenger counts, transit service information, available spaces, estimated square footage, utility availability, loading and delivery conditions, hours of facility operation, security and accessibility requirements, maintenance expectations, and any known restrictions on use.

Respondents will schedule visits with NHPA contact Kathleen Krolak (information below). Visits will continue until **December 11, 2026**. Respondents are not limited to one site visit.

RESPONSE FORMAT

Organize responses using the section headings in this RFI, to the extent practical. Respondents may include photographs, concept sketches, sample menus, product lists, prior project examples, references, or other materials that help describe the proposed concept, but are not required to do so.

Respondents must also submit the completed forms included in Exhibit B and Exhibit C of this RFI.

SUBMISSION INSTRUCTIONS

Responses are due by **noon (12:00 PM) on December 30, 2026**. They must be submitted in PDF format to RealEstate@UnionStationNewHaven.com or hand-delivered in hard copy to Kathleen Krolak, New Haven Parking Authority, 232 George Street, New Haven, CT 06510. Responses should be labeled or identified in the subject line as “RFI Response: Retail Opportunities at New Haven Union Station.”

Questions regarding this RFI must be submitted via email to RealEstate@UnionStationNewHaven.com by **December 15, 2026**. Union Station Partnership will contact Respondents for follow-up discussions or post written responses to questions on UnionStationNewHaven.com.



ANTICIPATED PROJECT SCHEDULE

MILESTONE	DATE
RFI Issued	September 21, 2026
Recommended Site Visits Coordinated With NHPA	Open until December 11, 2026
Questions Due	December 15, 2026
Responses Due	January 29, 2027 by 05:00PM
Follow-up Discussions	Ongoing
Potential Request for Proposal	February 2027

REVIEW OF RESPONSES

Union Station Partnership may review responses to understand market interest, viable retail concepts, potential operating models, space requirements, financial considerations, and implementation concerns. It may use information received through this RFI to inform future planning, design, leasing, concession, procurement, or pilot opportunities. Submission of a response does not guarantee participation in any future process.

SUBMISSION INSTRUCTIONS

- This RFI does not commit Union Station Partnership nor its agents to issue a solicitation, award a lease, enter into an agreement, or pay any costs incurred in preparing a response.
- All responses become the property of Union Station Partnership and its agents and may be subject to applicable public records laws.
- Respondents should clearly identify any information they consider confidential or proprietary; however, Union Station Partnership and its agents cannot guarantee confidentiality except as permitted by law.
- Union Station Partnership reserves the right to modify, suspend, cancel, or reissue this RFI at any time.
- Participation in this RFI is voluntary and is not a prerequisite to participating in any future solicitation unless otherwise stated in a future notice.



NHPA CONTACT

All communications regarding this RFI should be directed to:

CONTACT: Kathleen Krolak
Director, Real Estate & Marketing

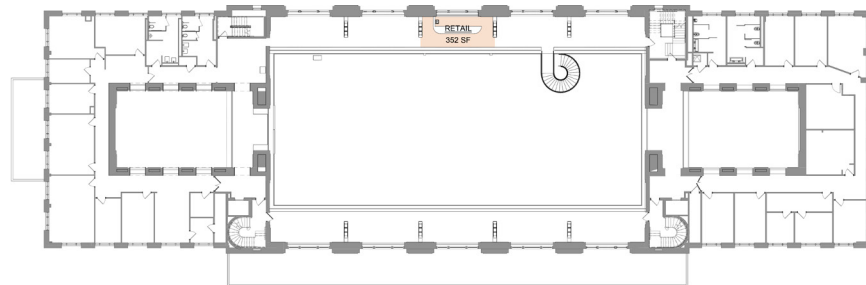
AGENCY: New Haven Parking Authority

EMAIL: RealEstate@UnionStationNewHaven.com

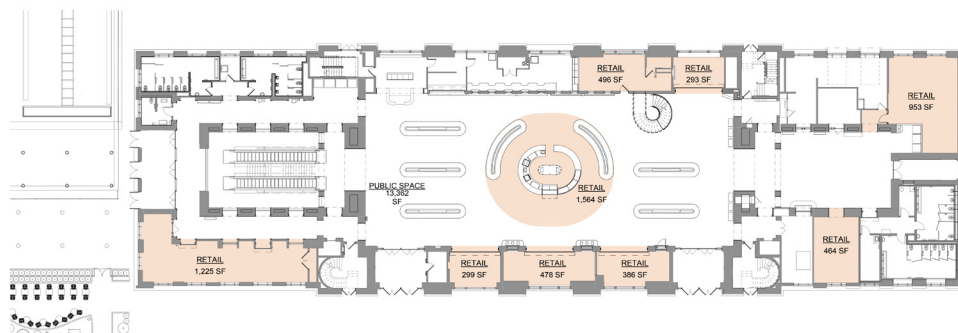
PHONE: 203-667-2424

FLOORPLANS

SECOND FLOOR



FIRST FLOOR



BASEMENT

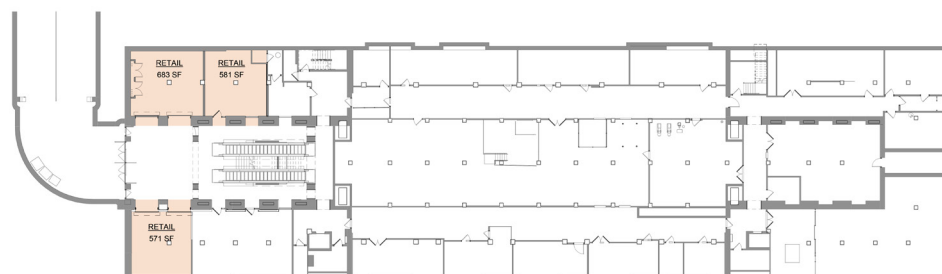




EXHIBIT B

RESPONDENT CONTACT INFORMATION FORM

Business Name	
Address	
Website	

PRIMARY CONTACT

Name		Email	
Phone		Title/Role	

BUSINESS TYPE

SELECT ALL THAT APPLY:

☐ LLC ☐ Sole Proprietorship ☐ Corporation ☐ Partnership

☐ Other: ☐ None

If currently operating, how many years have you been in business?

(to)

Describe the business you are currently operating, including its location, products, services, and customer base:



BUSINESS DESIGNATION

SELECT ALL THAT APPLY:

☐ Small business ☐ Local business ☐ Disadvantaged business enterprise

☐ Other:

BUSINESS PLANNING ASSISTANCE

If your business is in the planning stages, do you need assistance with writing a business plan?

☐ Yes ☐ No

Do you need referrals for additional assistance or possible financing? ☐ Yes ☐ No

LICENSES AND CERTIFICATIONS

Do you maintain any current applicable licenses or certifications specific to the type of business?

☐ Yes ☐ No

If yes, please list licenses or certifications:



EXHIBIT C

RESPONDENT PROPOSED CONCEPT FORM

PROPOSED CONCEPT

Preferred Space Type	☐ Retail Space ☐ Concession ☐ Kiosk ☐ Cart ☐ Vending ☐ Pop-up ☐ Other
Approximate Square Footage Needed	sq. ft.
Storage Space Required?	☐ Yes ☐ No If yes, describe:
Customer Queueing/ Back-of-House Needs	

UTILITIES AND EQUIPMENT

SELECT ALL THAT APPLY:

- ☐ Electrical ☐ Water ☐ Sewer ☐ Ventilation
☐ Refrigeration ☐ Internet ☐ Point of Sale ☐ Grease Management
☐ Other:

Please describe any specific utility, infrastructure, or equipment requirements:



OPERATING CAPACITY

Do you have the capacity to staff the following travel periods? Select all that apply:

- ☐ Early morning ☐ Evening ☐ Late night
☐ Weekend ☐ Holiday ☐ Event-related travel periods

Do you plan to serve alcohol? ☐ Yes ☐ No

If yes, what type of license?

SIGNAGE AND BRANDING

Describe any signage, branding, storefront, merchandising, or activation needs:

TRANSIT ENVIRONMENT EXPERIENCE

Describe how the concept would serve transit customers and enhance the public environment, including any past experience managing high-volume customer flows or operating in controlled public environments:

OPERATIONAL RISKS OR CONSTRAINTS

Are there any operational risks or constraints that Union Station Partnership should consider?