NYC Plaza Program
Application Guidelines
2017
Introduction

The New York City Department of Transportation (DOT) is proud to launch Round 10 of the NYC Plaza Program (Plaza Program), an innovative, community-based program that creates new neighborhood plazas throughout New York City by transforming underused streets into vibrant, accessible public spaces and walkable destinations.

In April 2016, the New York City Council enacted a local law authorizing DOT to promulgate rules governing pedestrian plazas throughout the city. As a result, DOT issued rules that provide a regulatory framework for DOT’s pedestrian plazas. A “pedestrian plaza” is defined as an area designated by DOT for pedestrian circulation, use, and enjoyment on DOT property, including but not limited to property mapped as public place or property within the bed of the a roadway, and which may contain amenities such as tables, seating, trees, plants, lighting, bike racks or public art (herein after referred to as “plaza”). For more a complete copy of the plaza rules, please go to www.nyc.gov/plazas. As part of OneNYC’s vision, the Plaza Program aims to work with communities to enhance the public realm and provide all New Yorkers with quality open space.

Each year, DOT invites eligible organizations to apply to the Plaza Program and propose locations for new plazas. After reviewing and evaluating submitted applications, DOT selects appropriate plaza sites and works with the selected organizations (Partners) to establish an appropriate vision and program for each plaza.

By applying to the Plaza Program, each applicant is requesting:
1) to have City funds in their community in the form of a plaza;
2) to garner community support and participate in the design process; and
3) to manage, maintain, program, and operate the proposed plaza once construction is complete and an agreement is signed.

DOT may select one of the following types of plazas for an applicant to manage:

► **One-Day Plaza** – A single-day event where a proposed plaza is tested. DOT works with the local partner to define, program and document a potential plaza site. One-Day plazas serve as a way to garner local support for a interim or permanent plaza.

► **Interim Materials Plaza** – Using interim materials DOT will install and the Partner will manage, operate, and maintain a plaza on the proposed site. This option allows for the creation of a plaza ahead of a capital construction project.

► **Permanent Materials Plaza** – Following extensive community input and based on availability of funds, the City, in cooperation with DOT and other agencies, will fund, design and build a permanent plaza which the Partner will manage, operate, and maintain.

Once a plaza site has been selected, DOT and the Partner will conduct a public process to develop a design that is appropriate to the scale and character of the neighborhood and responsive to the needs of the community. Projects do not move forward without support from the Community Board. Once plazas are built, Partners enter into an agreement with DOT and are responsible for regular operation, maintenance, management, and programming of the plazas so they remain not only clean, safe, and attractive but also successful, active and well-used public spaces.
Requirements

ORGANIZATIONAL CRITERIA

Applicants must be:
► Organizations operating in any of the five boroughs of New York City;
► Incorporated in New York State and compliant with annual State and Federal filing requirements; and
► Located near or have a mission that serves or relates to the geographical target area of the proposed plaza.

FINANCIAL INFORMATION

Based on its Fiscal Year 2016 operating budget, the organization must provide the following financial documentation:
► Budgets under $25,000: most current Financial Statement (signed by Treasurer)
► Budgets $25,000 or over: most current IRS 990
► Budgets $100,000 or over but less than $250,000: most current IRS 990 and Independent Accountant’s Review Report
► Budgets $250,000 or over: most current IRS 990 and Audited Financial Statements.
In some instances, DOT may request audited financial statements from organizations with lesser budgets.

SUPPORT

The applicant must demonstrate local support for the concept of a plaza. Applicants must provide at least eight (8) letters of support from key community stakeholders, including but not limited to adjacent properties/businesses, nearby institutions (such as churches or schools), elected officials, not-for-profit groups, neighborhood and block associations, and neighborhood residents (see Guidelines: page 15: Appendix B: Example Letters of Support). The Community Board should be informed of the applicant’s intention to propose a plaza. However at the preliminary application stage, before a detailed project scope has been developed and associated impacts understood, a letter of support from the Community Board is not required. Nevertheless, support from the Community Board is required before the plaza is built.
Application Process

DOT will consider only one application per organization, per round. Any organization interested in applying to the Plaza Program must complete this application and submit it to DOT. Applications can be downloaded from [www.nyc.gov/plazas](http://www.nyc.gov/plazas). E-mail submissions are preferred and should be sent to: plazas@dot.nyc.gov. Post submissions should be mailed to: Emily Weidenhof, NYC Plaza Program, NYC DOT, 55 Water Street, 6th FL, New York, NY 10041 and postmarked by the deadline.

► The deadline for submitting applications is Friday June 30th, 2017.

All applications will be subject to a completeness review and organizations will be sent confirmation of receipt of their applications as soon as they have been processed. Organizations may be required to provide additional information after the original application has been submitted. In no event shall a plaza exceed any threshold of the major concession rules promulgated by the City Planning Commission, codified in Chapter 7 of Title 62 of the Rules of The City of New York, or require the preparation of an Environmental Impact Statement (EIS). In the event that DOT determines that a proposed plaza exceeds any such threshold or would cause the preparation of an EIS, DOT will inform the applicant, and the applicant may amend its proposal within a reasonable time period set by DOT.

Applicants are encouraged to contact DOT with any questions well in advance of the deadline. For questions, please contact Director of Public Space, Emily Weidenhof, by e-mail at plazas@dot.nyc.gov or by phone: (212) 839-4325.

**APPLICATION REVIEW & EVALUATION**

A committee comprised of representatives from DOT will review and evaluate each application according to the following criteria, based on a 100 point scale:

**Open Space // 30 points**

The Plaza Program will prioritize sites that are in neighborhoods with an insufficient amount of open space. An open-space-to-population ratio of less than 1.5 acres per 1,000 people is considered insufficient. To determine whether or not the proposed plaza is in an area with insufficient open space, see Appendix A: Priority Map (pg 13).
Application Process continued

APPLICATION REVIEW & EVALUATION continued

Community Initiative // 20 points
Applicants must demonstrate the ability to develop and execute a community outreach plan, build consensus around their proposal, and solidify local stakeholder support demonstrated in part by the eight required letters of support. Organizations that have demonstrated significant community initiative will be considered to be stronger partners for the Plaza Program. To demonstrate previous initiative, the organization should document having planned community events such as clean-ups, cultural events, community health fairs or town hall meetings. The applicant should demonstrate results or outcomes from a community workshop that focused on public space, open space, or neighborhood planning. Organizations that have applied for and received grants for neighborhood improvement or secured funding specifically for their plaza proposal will also be given strong consideration. Organizations that have secured funding for the creation of a plaza should state the source and amount of funding that has been secured.

Site Context // 20 points
Applications will also be evaluated with regard to whether the surrounding neighborhood context is compatible with the proposed plaza. This criterion will rate the appropriateness of the adjacent land uses, population density, proximity to transit, safety priority, and other nearby open space. Proposed sites located near such positive elements are more likely to be successful plazas. For example, a proposed site located near a dense retail center with transit hub along a Vision Zero priority corridor will be rated higher than a proposed site in a low-density residential neighborhood with no nearby retail activity. In addition, sites located in Community Districts that do not have a recently constructed plaza or a plaza that is currently in design will be ranked higher than applications in Community Districts that already have plaza projects. To view a map of priority areas and existing plaza projects, see Appendix A: Borough Priority Maps (pg 14-18).
Organizational & Maintenance Capacity // 20 points
Applicants must demonstrate that they are willing and able to manage, operate, maintain, and program the proposed pedestrian plaza, including having an active Board of Directors of similar governing members and established staff. Organizations that demonstrate that they have this organizational and maintenance capacity will be evaluated more favorably. Programming may include subconcessions, art/craft fairs, farmers markets, limited sponsorship events, holiday celebrations, temporary public art installations or exhibits, and music and dancing. Organizations that currently do not have this capacity but would like to develop it are also encouraged to apply.

Income Eligibility // 10 points
Applications for plazas in low- or moderate-income neighborhoods, designated by the United States Department of Housing and Urban Development as Community Development Block Grant (CDBG) eligible, will receive 10 additional points. Proposed sites that are not located in such designated neighborhoods will receive zero points. Designation prescribes that at least 51% of the residents in the census tract must be low- and moderate-income persons living in households with incomes below 80 percent of the median household income ($47,100 for a 4-person household in 2000). To determine your census tract, visit the New York City Census FactFinder: http://gis.nyc.gov/dcp/pa/address.jsp or contact the NYC Department of City Planning's Population Division, 9 am - 5 pm, Monday through Friday, Tel: 212-720-3448, or visit their website: http://www.nyc.gov/html/dcp/html/census/popdiv.shtml.

To learn more about CDBG eligibility and to view the NYC Census Tracts that are CDBG eligible, visit the Department of City Planning’s (DCP) online CDBG Eligibility Report: http://www.nyc.gov/html/dcp/html/resource/censustractreport.shtml.
Responsibilities and Expectations

PARTNER RESPONSIBILITIES

Partners will be responsible for the following:

1. Outreach
DOT will expect the Partner to conduct outreach to the public to gather relevant data and to provide active participation in the public workshops, which may include promotion, surveying, and coordination of participants during public workshops. DOT suggests that the Partner develop broad-based community support composed of residents, members of the local business community, representatives of nearby institutions and elected officials. DOT encourages design decisions to be developed with input from these stakeholders to help reach a consensus plan in the community.

2. Maintenance
Before construction is complete, the Partner will enter into an agreement with DOT for the maintenance of the plaza so that the site is kept clean and in a state of good repair. The specific maintenance services to be provided will be outlined in the agreement but may include daily sweeping and bagging of rubbish, watering of plants, removal of stickers and graffiti from street furniture and property, and shoveling snow from pathways.

In order to generate revenue from the site through subconcessions, limited sponsorship, and public commercial special events, DOT and the Partners must apply to the Franchise and Concession Review Committee (FCRC) for authorization to enter into a Concession Agreement. Any such revenue generated shall be used solely for the management, operation, and maintenance of the plaza.
3. Insurance & Indemnification
The Partner will also be required to provide appropriate insurance on the plaza, as outlined in the agreement, and to indemnify the City.

4. Design
A team of professional designers will be responsible for the design process. The Partner will be expected to participate in regular design meetings with DOT and the professional designers so that the design is appropriate to the neighborhood context, so it meets local needs, and so that the plaza is designed to meet the maintenance capacity of Partner.

5. Programming & Events
To make the plaza a vibrant center of activity and a neighborhood destination, the Partner will be responsible for programming activities and events at the site. These may include holiday events, food or craft markets, temporary public art installations or exhibits, and music and dancing. The Partner will be expected to program the plaza throughout the year.

6. Budget
The Partner will be expected to develop a maintenance and operations budget that outlines how the organization will maintain, manage, and operate the plaza for the long term.
City agencies will be responsible for the following:

1. **Community Outreach Coordination**
   DOT will coordinate with the Partner on all community outreach activities including at least two public workshops and a Community Board vote. DOT will facilitate the community workshops with the Partner's significant involvement. Among other items, DOT may provide flyers and on-line outreach tools to the Partner.

2. **Technical Analysis**
   Prior to implementation, DOT may provide a technical analysis of the proposed plaza site and surrounding area. This can include traffic and pedestrian counts, crash data, parking impacts, nearby bicycle, bus or truck route impacts, surrounding land uses and access to transit and open space.

3. **Design & Construction**
   DOT will fund the design and construction of the plaza. Design will strive to create environmentally friendly plazas that are appropriate to neighborhood context. Possible amenities may include tables and seating, trees and plants, lighting, public art, and drinking fountains. Plazas may be constructed with interim or permanent materials, depending on funding.

4. **Site Inspection**
   DOT will monitor and inspect the plazas to assess and confirm that the Partner is fulfilling its responsibilities as set forth in the agreement.
Funding

Contingent upon the availability of funds, DOT will fund approximately one to two Permanent Materials Plazas, one to two Interim Materials Plazas, and up to ten One-Day Plazas in this round. Organizations that have secured other, private or public, sources of funding are strongly encouraged to apply.

This is not a grant. DOT will apply funds directly to selected plaza projects.

In addition, DOT has OneNYC funds available for maintenance and technical assistance to support plazas in need. Need is measured by the capacity and experience of the Partner and by site challenges including neighborhood income, plaza size, and proximity to transit and commercial corridors. DOT will notify qualifying Partners with further details.

Timeline

ONE-DAY PLAZA

Credit: DOT

2017
APRIL Application & Review
AUG Selection, Site & Program Planning
JAN Public Outreach & Event
APRIL Additional Events (if applicable)

2018
All timelines are estimates and for illustrative purposes only. The actual length of time required for each phase may differ from project to project.
FAQs

Q. What’s the minimum size of a plaza?
A. Applications for plaza sites that are less than 2,000 square feet are not encouraged.

Q. What will the plazas look like?
A. Each plaza will be designed to reflect the character and context of the neighborhood. Plazas may include seating (movable and fixed); trees and plants; lighting; paving; information and wayfinding signage; subconcessions; public art (temporary and permanent); bicycle parking; and drinking water fountains.

Q. Will reclaiming streets cause traffic congestion?
A. Traffic data is collected and evaluated for each proposed plaza. In general, the Plaza Program will not pursue applications that would produce significant adverse impacts on traffic.

Q. Can an organization be selected for multiple plaza types?
A. Yes, since short term plazas can help garner local support for long term plazas, an organization may be selected for one, two, or all three plaza types.

Q. How can an event be held in a plaza?
A. Events require a Street Activity Permit, which can be applied for through the Office of Citywide Event Coordination and Management's (CECM) Street Activity Permit Office (SAPO). Additionally, other organizations may apply to SAPO for a permit to hold an event at the plaza; such events are coordinated with DOT and the Partner. To learn more about CECM, SAPO, and the event permitting process, please contact SAPO by phone 212-788-7567 or visit their website: http://www.nyc.gov/html/cecm/html/home/home.shtml.
Q. Can public art be incorporated into the plaza?
A. Yes, public art can be incorporated in plazas. Temporary art (less than 11 months) can be installed as a one-time project or cycled through on a temporary basis at a designated space in the plaza, such as on a foundation block that would allow different temporary sculptures. Temporary art would be coordinated through NYC DOT’s Art Program. For guidelines and to apply to the DOT Art Program, visit www.nyc.gov/urbanart.

Q. Will advertising be permitted?
A. No. Advertising is not permitted in the plazas. Banners on light poles, however, may be installed in accordance with the DOT Banner Permit Program. In general, the banners must promote cultural exhibits and events or public or historical events which foster tourism and/or enhance the image of the City. (Section 2-14 of Title 34 of the Rules of the City of New York). For more information, please contact the NYC DOT Banner Unit by phone 212-839-6641 or on the web: http://www.nyc.gov/html/dot/html/permits/banners.shtml.

Q. Must the organization be registered with the Vendor Information Exchange System (VENDEX) with New York City prior to applying to the Plaza Program?
A. No. Nevertheless, VENDEX submittal is required prior to executing a Concession Agreement. To learn more about VENDEX, you may contact the Mayor's Office of Contracting Services (MOCS) by phone at 212-341-0933 or online at www.nyc.gov/vendex.
Appendix A: Bronx Priority Map

LEGEND
- Plaza priority areas
- Low income & lack of open space
- Lack of open space
- Low to moderate income
- Commercial corridors
- 5 minutes to transit
- Vision Zero priority location
- Existing DOT Plazas

Sources:
NYC Department of City Planning and NYC Department of Parks and Recreation
Appendix A: Brooklyn Priority Map

Sources:
- NYC Department of City Planning
- NYC Department of Parks and Recreation
Appendix A: Manhattan Priority Map

LEGEN
- Plaza priority areas
- Low income & lack of open space
- Lack of open space
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Sources:
NYC Department of City Planning and NYC Department of Parks and Recreation
Appendix A: Staten Island Priority Map

Sources:
NYC Department of City Planning and NYC Department of Parks and Recreation
Appendix B: Example Letters of Support

July 22, 2013

Department of Transportation
55 Water Street, 9th Floor
New York, NY 10041

To whom it may concern:

The Bronx River Alliance fully supports Youth Ministries for Peace and Justice’s (YMPJ) plan to transform the underutilized triangle at Morrison Soundview and Harrod Place. YMPJ’s history in developing successful public spaces positions them to be strong partners in this initiative. YMPJ has a proven track record in implementing high quality open space through collaborative processes, which makes it a strong match for NYCDOT’s Plaza Program.

The Bronx River Alliance is a coordinated voice for the river and works in partnership to protect, improve and restore the Bronx River corridor so that it can be a healthy ecological, recreational, educational and economic resource for the communities through which the river flows. The Alliance works in close partnership with the New York City Department of Parks & Recreation and with over one hundred other partners to achieve those goals. Youth Ministries was a founding member of the Alliance when it was incorporated in 2001, and has contributed to our leadership at multiple levels ever since our founding.

YMPJ is clearly committed both to ensuring that their community receives new useable green space and that the people who commute, live, work, and play in the area are at the forefront of the process. YMPJ was the primary champions who saw the potential for Concrete Plant and Starlight Parks as links in the Bronx River Greenway and worked tirelessly for their implementation. After years of advocacy, design and construction, both parks have opened to critical and community acclaim over the past five years.

It is my pleasure to fully support YMPJ in this commendable effort. The Alliance would like to be part of this much-needed project going forward.

Sincerely,

Maggie Scott Greenfield
Deputy Director

Bronx River Alliance • One Bronx River Parkway • Bronx • NY 10462 • 718.430.4665 • 718.430.4638 • www.bronxriver.org
July 9, 2012

Mr. Vaidila Kungys
NYC Department of Transportation
55 Water Street, 9th Floor
New York, NY 10041

RE: Putnam Triangle Plaza / FAB Alliance Application to the NYC Plaza Program

Dear Mr. Kungys,

I am writing to express my full support for the Fulton Area Business (FAB) Alliance and their application to the NYC Plaza Program for the “Putnam Triangle Plaza”. The Putnam Triangle Plaza was an instant success when it was launched utilizing temporary materials in September 2011. Now, I ask that the NYC Plaza Program assist in continuing the momentum by creating a permanent pedestrian plaza at Fulton Street and Grand Avenue in Brooklyn by developing a vibrant “Town Square” where the communities of Clinton Hill and Bedford-Stuyvesant can continue to come together.

This part of the district is underserved by open space and by creating the plaza at Putnam will be a huge step forward. What’s needed now is more green space, trees, planted areas and envisioned amenities that designers and architects could bring with the continued input and ideas from residents, businesses, institutions and other stakeholders.

The creation of the plaza on what was an underutilized roadway is already helping to transform a part of the neighborhood long plagued by illegal activity. By bringing new activities, people and uses to the Putnam Triangle, the Plaza has played a role in public safety and quality-of-life enhancements. That work must continue. For these reasons, I have allocated $150,000 in capital funds towards an eventual design and capital construction of the Putnam Triangle Plaza.

Residents, both young and old, have embraced this plaza since its inception, families enjoy lunch on the tables and chairs, and concerts for children have attracted hundreds of people. On any given day there are several pick-up games of chess to be had. Additionally, a variety of non-profit organizations and community members have joined with the FAB Alliance to plan activities and events that increase foot traffic for the locally-owned businesses along Fulton Street.

The FAB Alliance has proven itself to be a good partner in maintaining the plaza area, working with the community to energize the space and collaborating with my office and NYC agencies to address any needs that arise. They have my full support for their application to the NYC Plaza Program for the Putnam Triangle Plaza. Thank you in advance for your consideration.

Sincerely,

Letitia James
Member of the City Council

LJ/Jh
June 28, 2011

Mr. Vaidila Kungys
Senior Project Manager
DOT Plaza Program
NYC Department of Transportation
40 Worth Street, Room 1029
New York, NY 10013

Dear Mr. Kungys,

I would like to take this opportunity to express my unqualified support for the Queens Economic Development Corporation’s application to the Department of Transportation’s New York City Plaza Program for the design, construction and management of a new, vibrant public space at Corona Plaza.

Since 2007, the Queens Museum of Art has been working with the community to activate Corona Plaza with temporary art and cultural projects, and our work has has shown us that Corona Plaza can be a public space where ethnic, business and artistic culture comes together. I firmly believe that formalizing the plaza area with a functional and friendly design and populating it with community-centered programming, as the QEDC proposes to do, will remake Corona Plaza as the geographic, social, and cultural “heart” of Corona – a new Corona Plaza that is inviting, safer, cleaner, and will further the economic development of the neighborhood.

In the past five years, the QMA has organized eight street festivals, produced nine art projects, and coordinated five volunteer beautification days in Corona Plaza. On several occasions, the QMA has invited contemporary artists to create exciting projects that engage the community of Corona through collaboration with residents and businesses. Artworks have been placed in a restaurant, a beauty salon, and the Western Union, hung as banners in public space, or even flowers on fencing. Currently the Museum has rented a space on Roosevelt Avenue where an artist is creating a year-long interactive project. Some of the projects have been based around Latino heritage, local food, popular culture, and daily life in Corona, using familiar forms in new ways. For example, Miguel Luciano created a set of interactions through an art project in which he distributed flavored shaved-ice treats from a customized cart; and in 2007, Sean Leonardo (whose alter ego is a lucha libre wrestler) staged a match in the Plaza with an invisible opponent for a crowd of over 1,000 people. We would hope to bring innovative, community-oriented programs like these to a new Corona Plaza.

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Since 2007, QMA has employed a community organizer in Corona who has built a substantial network of local partners, including musicians, dancers, and other creative professionals within the community itself. Working with these connections, we hope to facilitate programming for the Plaza that will come from the community itself. This could include street festivals, local performers, artisans’ stalls, beautification days, dancing under the stars, health and social services fairs, exercise and sports classes, music and art workshops, reading and art-making activities for children and families, and other self-organized programs driven by local organizations and cultural groups, coordinated through the QMA and supported by the QMA’s technical and human resources.

The QEDC has for more than 30 years demonstrated a commitment to the welfare of the citizens of Queens, providing essential support to community based organizations throughout the borough. In Corona specifically, the QEDC has been essential to the founding and growth of the Corona Community Action Network – a trusted partner of the Museum’s on many community projects. Between their legacy of service to the larger Queens community and experience here in Corona, the QEDC is the ideal candidate for the management of a new plaza. We at the Museum are thrilled by the prospect of working with the QEDC to bring innovative and rich community programs to a new Corona Plaza.

It is my pleasure to strongly recommend the QEDC for this funding. If you should have further questions regarding this matter, please do not hesitate to contact me. Thank you for your time and attention.

Sincerely,

[Signature]

Tom Finkelpearl
Executive Director
Queens Museum of Art
MARTY MARKOWITZ
Brooklyn Borough President

HAZEL A. YOUNGER
Chairperson

THE CITY OF NEW YORK
COMMUNITY BOARD NO. 16
444 Thomas S. Boyland Street - Room 103
Brooklyn, New York 11212

VIOLA D. GREENE-WALKER
District Manager

June 28, 2010

Mr. Vaidila Kungys
NYC Department of Transportation
55 Water Street, 9th Floor
New York, New York 10041

Dear Mr. Kungys:

I write in behalf of Brooklyn Community Board #16 in support of the Pitkin Avenue Business Improvement District’s (“Pitkin Avenue BID”) application to the NYC Plaza Program for the refurbishment and improvement of Zion Triangle (bounded by Pitkin Avenue, Legion Street, and East New York Avenue) in Brooklyn.

Zion Triangle lies within a neighborhood that is lacking open space, as defined by the Department of Transportation’s guidelines for this program. As such, the selection of Zion Triangle would serve to meet the very goals of this program – to transform underused spaces into active, vibrant places where they are needed most.

We are sure that the Pitkin Avenue BID is fully able to successfully administer the full application process and maintain the space upon completion. The Pitkin Avenue BID has proven itself capable in a range of programs to improve the quality of life on Pitkin Avenue within Brooklyn Community District 16, and this endeavor should be no different.

The Pitkin Avenue BID has Community Board 16’s full support in its application to the NYC Plaza Program for Zion Triangle, and we encourage its selection.

Very truly yours,

VIOLA D. GREENE-WALKER
District Manager
Happy Time Café, Inc.
51 BAYARD STREET, NEW YORK, NY 10013
Phone: (212) 782-2395

August 15, 2008

Siu Kwan Chan
Renaissance Economic Development Corporation
1 Pike Street
New York, NY 10002

Re: NYC Plaza Program

Dear Ms. Chan:

Happy Time Café, Inc., as a Chinatown-based restaurant with customers from not only Chinatown but also surrounding communities and areas outside New York, is pleased to support Renaissance’s proposal for open space design of the sidewalk at Forsyth and Division Streets. The concept of enhancing the pedestrian and passive recreational use of the area while balanced with promotion of our small businesses is greatly needed in our Chinatown community.

Happy Time Café, Inc. encourages Renaissance’s design and programming concept to go forward for the best sustainable and long-term use of the plaza space available on the proposed site. Should you have any questions, feel free to contact me at 212-732-2395. Thank you for your consideration.

Sincerely,

Susan Tam, Owner
Happy Time Café, Inc.