



THE BARACK OBAMA PRESIDENTIAL LIBRARY

AT COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK

INDEX TO COLUMBIA'S QUALIFICATIONS

APPENDICES

INDEX

COLUMBIA'S RESPONSES TO REQUESTED QUALIFICATIONS

RESPONDENT INFORMATION

A description of the institution or organization responding to the RFQ, including overall leadership structure, decision-making process, capital resources, primary team members, and additional partners, consultants, and advisors; include an organizational chart

Please see Appendix 1: Respondent Description.

Key contact for the submission

Please see Appendix 1: Respondent Description.

A vision of the complementary relationship between this project and your community, city, and region

Please see Columbia's Response at pages 3-5, 7-9, and 18-25.

PROJECT SITE

Overview and detailed description of land or building sites being submitted

Please see Columbia's Response at pages 3-5, 30-33 and Appendix 2: Site Description.

Aerial photographs of the site

Please see Appendix 3: Site Photographs.

Legal and topographical survey indicating general contours of the site

Please see Columbia's Response at page 32.

Detailed description of the current zoning of the property

Please see Columbia's Response at page 32 and Appendix 4: Zoning Resolution.

Describe the zoning or land use designation required to accommodate the uses outlined in the Guiding Principles section of this RFQ.

Please see Columbia's Response at page 32 and Appendix 4: Zoning Resolution.

If zoning or land use designation changes are required, please outline the process and estimated timing involved to do so.

Please see Columbia's Response at page 32.

Current land ownership

Please see Appendix 5: Ownership Information.

Overview of community surrounding the proposed site, i.e., population characteristics, demographics, nature, and function of the area (commercial, residential, educational, etc.), key industries, recreational and cultural amenities, etc.

Please see Columbia's Response at pages 3-5, 7-9, 32, and Appendix 6: Community Impact Report, Local Community Context.

Description of adjacent property uses and ownership

Please see Appendix 2: Site Description, Appendix 5: Ownership Information, and Appendix 6: Community Impact Report, [Local Community Context](#).

Conditions or uses that may affect development of the site

Please see Columbia's Response at page 32.

Description of infrastructure available on the site, including means of transportation (private and public), utilities, and digital infrastructure

Please see Columbia's Response at pages 7-9 and Appendix 7: Transportation Assessment.

TRANSPORTATION AND ACCESSIBILITY

Attributes of the surrounding community and region, including air connectivity (domestic and regional), the presence of mass transit options and freeway/interstate access

Please see Columbia's Response at pages 7-9 and Appendix 7: Transportation Assessment.

Visitor and tourism statistics for the region

Please see Columbia's Response at pages 7-9, Appendix 6: Community Impact Report, [Impact of Visitor Spending](#), and Appendix 7: Transportation Assessment, [Market for Potential Visitors](#).

Accessibility to the site for persons in automobiles, trains, buses, bicycles, and other modes of transportation, as well as pedestrians

Please see Columbia's Response at pages 8-9 and Appendix 7: Transportation Assessment.

PROJECT EXECUTION

Describe resources or personnel that would be made available to assist in the development process.

Please see Columbia's Response at pages 30-33 and Appendix 1: Respondent Description.

Other considerations that your organization would provide to assist in the development of this historic place

Please see Columbia's Response at pages 13-33.

Describe the ability of the proposed development to have an impact on the greater community in the following respects:

Education

Please see Columbia's Response at pages 16-17 and 22-24.

Tourism

Please see Columbia's Response at pages 7–9, Appendix 6: Community Impact Report, [Impact of Visitor Spending](#), and Appendix 7: Transportation Assessment, [Market for Potential Visitors](#).

Economic development

Please see Columbia's Response at pages 4–5 and Appendix 6: Community Impact Report.

Enhancements to the physical environment

Please see Columbia's Response at pages 30–33 and Appendix 6: Community Impact Report, [Contributing to the Revitalization of West Harlem](#).

COMMUNITY ENGAGEMENT

A strategic plan for engaging community stakeholders is a vital component of a successful response. Please outline a long-term community engagement plan.

Please see Columbia's Response at page 25.

List and describe briefly key community partners whose input will be sought, e.g., local and regional chambers of commerce, elected officials, residents' associations, etc.

Please see Columbia's Response at page 22–25 and Appendix 8: Letters of Support.

Describe available means of community engagement, such as town hall meetings, online campaigns, etc.

Please see Columbia's Response at pages 19–25.

Describe the criteria and methodology for evaluating the efficacy of engagement efforts.

Please see Columbia's Response at page 25.

INDICATIONS OF SUPPORT

Attach at least two letters of support from key community partners:

A letter should indicate the relationship of the partner to the potential library host and site, describe the partner's mission and services, and express specific benefits to the constituency represented by the partner.

Letters should be thoughtful, brief, and reflective of the authentic concerns of constituent communities.

Please see Appendix 8: Letters of Support.

APPENDIX 1

RESPONDENT DESCRIPTION

RESPONDENT DESCRIPTION

THE INSTITUTION

For more than 250 years, Columbia has been a leader in higher education in the nation and around the world. At the core of our wide range of academic inquiry is the commitment to attract and engage the best minds in pursuit of greater human understanding, pioneering new discoveries, and service to society.

Our distinguished faculty, alumni, and student body are expanding the boundaries of knowledge in medicine, science, the arts, humanities, and the professions. The University offers an outstanding and comprehensive array of academic programs. These include three undergraduate schools, thirteen graduate and professional schools, a world-renowned medical center, four affiliated colleges and seminaries, twenty-five libraries, and more than one hundred research centers and institutes.

Columbia is both global and local in focus. As a vital part of New York, our research and teaching are enhanced by the vast resources of one of the world's greatest cities. We are an intellectual community of some 40,000 students, faculty, and staff who work continually to expand our mission of teaching, research, patient care, and public service.

SCHOOLS, COLLEGES, AND AFFILIATES

Columbia College

www.college.columbia.edu

Columbia College is one of the nation's most selective undergraduate institutions. The centerpiece of academic study is the Core Curriculum, which provides students with wide-ranging perspectives on classic works of literature, philosophy, history, music, art, and science.

The Fu Foundation School of Engineering and Applied Science

www.engineering.columbia.edu

Columbia Engineering educates socially responsible engineering and applied science leaders whose work results in the betterment of the human condition. Undergraduate and graduate programs combine rigorous traditional course work with opportunities for research, service learning, internships, and entrepreneurship, both nationally and internationally.

School of General Studies

www.gs.columbia.edu

General Studies is the finest liberal arts college in the United States created specifically for returning and nontraditional students seeking a rigorous, traditional undergraduate degree. The school also houses the Postbaccalaureate Premedical Program, the oldest and largest program of its kind in the country.

Graduate School of Arts and Sciences

<http://gsas.columbia.edu>

The Graduate School of Arts and Sciences is one of the most distinguished graduate schools in the United States. Our renowned faculty provides MA and PhD students with advanced knowledge in the

humanities and natural and social sciences while preparing them for a variety of careers around the world.

Graduate School of Architecture, Planning and Preservation

www.arch.columbia.edu

The school's international leadership role invites all the disciplines devoted to the built environment to think differently. Its mission is to use the highest level of professional training as a creative space of experimentation and analysis that nurtures new forms of professional, scholarly, technical, and ethical practice.

School of the Arts

www.arts.columbia.edu

School of the Arts is a vibrant intellectual and artistic laboratory where students work, experiment, and learn under the guidance of professors acclaimed in their fields of Film, Theatre Arts, Visual Arts, and Writing.

Graduate School of Business

www.gsb.columbia.edu

Columbia Business School's global education prepares students for lifetime leadership in any industry. Its curriculum bridges pioneering research and industry practice and fosters the entrepreneurial mindset. Through its thought leadership, broad alumni network, and New York base, the school ranks among the world's most innovative.

School of Continuing Education

www.ce.columbia.edu

The School of Continuing Education offers innovative programs that meet Columbia's standard of excellence, including professional master's degrees, courses for graduate school preparation and academic advancement, precollege programs for high school students, and courses in English as a second language.

School of International and Public Affairs

www.sipa.columbia.edu

For more than 60 years, the School of International and Public Affairs has been educating professionals who make a difference in society. Through rigorous research and hands-on practice, graduates and faculty work to improve social services, advocate for human rights, strengthen markets, protect the environment, and secure peace around the world.

Graduate School of Journalism

www.journalism.columbia.edu

Columbia Journalism School educates students to work in all news media, covering a wide range of complicated subjects. Our faculty, a diverse group of award-winning professionals, work closely with students to provide a foundation for our graduates to become leaders in a fast-changing news media.

School of Law

www.law.columbia.edu

Columbia Law School is among the oldest and most distinguished law schools in the United States. Its faculty and graduates have a long tradition of private practice and public service in the judiciary, government, and public interest organizations, contributing to the development of law in the United States and throughout the world.

School of Social Work

www.socialwork.columbia.edu

For 110 years, the School of Social Work has distinguished itself with intellectual creativity and leadership in research, education, and fieldwork. Faculty members conduct research and service programs globally and provide their expertise to leaders in academia, government, and the private sector.

College of Physicians and Surgeons

www.ps.columbia.edu

The College of Physicians and Surgeons is one of the most selective medical schools in the nation. Its faculty, among the most highly regarded clinicians and physician-scientists in academic medicine, prepare students to be medical leaders while working to solve intractable health challenges through clinical, laboratory, and translational research.

Mailman School of Public Health

www.mailman.columbia.edu

The Mailman School of Public Health has been on the cutting edge of public health research, education, and service for more than 85 years. The school is a global presence built on local excellence. With its world-class faculty and talented, diverse students, the Mailman School is developing knowledge and affecting change locally and globally.

College of Dental Medicine

www.dental.columbia.edu

The College of Dental Medicine provides an academically and clinically superior education in an environment that encourages students to take advantage of the educational opportunities in such diverse areas as public health, informatics, and biomedical research.

School of Nursing

www.nursing.columbia.edu

The School of Nursing is part of one of the world's most renowned academic health centers, a vital neighborhood collaborating on research, education, and clinical care.

Affiliate Schools

The following affiliates are independent institutions with their own boards of trustees, governance structures, policies, and academic processes.

Barnard College

www.barnard.edu

Barnard was the first college in New York City, and one of the few in the nation, where women could receive the same rigorous education available to men. Today, Barnard educates nearly 2,400 bright, independent-minded women in an intimate liberal arts setting and is the most sought-after women's college in the country.

Teachers College

www.tc.columbia.edu

Teachers College is the oldest and largest U.S. graduate school of education, perennially ranked among the nation's best. In education, health, and psychology, Teachers College prepares and informs policy-makers and practitioners to better serve students, families, schools, and communities.

The Jewish Theological Seminary

www.jtsa.edu

The Jewish Theological Seminary trains tomorrow's religious, educational, academic, and lay leaders for the Jewish community and beyond through its five schools and world-class library. List College, the undergraduate school, offers dual-degree programs with Columbia University and Barnard College.

Union Theological Seminary

www.utsnyc.edu

Founded in 1836, Union has always embodied the freedom to learn and to teach, with a vision of education centered on academic excellence and personal faith. Union remains committed to that vision, as it responds to the changing needs of our city and world, with an evolving understanding of what it means to be faithful.

COLUMBIA LIBRARIES

Columbia University Libraries/Information Services is one of the top five academic research library systems in North America. The collections include more than 12 million volumes, as well as extensive electronic resources, manuscripts, rare books, microforms, maps, and graphic and audiovisual materials. The services and collections are organized into 25 libraries and various academic technology centers, including affiliates. Columbia University Libraries employs more than 450 professional and support staff.

CAPITAL RESOURCES

The market value of the Columbia University endowment was \$8.2 billion as of June 30, 2013. For the year ending on that date, revenues were \$3.74 billion and expenses were \$3.46 billion. Capital spending in fiscal year 2013 was \$386 million. The University's financial statements are in the public domain and available online at <http://finance.columbia.edu/content/columbia-university-financial-reports>.

LEADERSHIP STRUCTURE

President Lee C. Bollinger leads Columbia University, with overall governance of the University managed by its 24-member board of trustees. The trustees select the president, approve all faculty and senior administrative appointments, monitor the budget, supervise the endowment, and protect University property. The Senate is a University-wide legislature, representing faculty, students, and other constituencies. It makes policy on a range of issues that affect the entire University or more than one school.

TRUSTEES (AS OF DECEMBER 2013)

William V. Campbell, Co-chair

Jonathan D. Schiller, Co-chair

A'Lelia Bundles, Vice Chair

Mark E. Kingdon, Vice Chair

Esta E. Stecher, Vice Chair

Rolando Acosta

Armen A. Avanesians

Andrew F. Barth

Lee C. Bollinger

Lisa Carnoy

Kenneth A. Forde

Noam Gottesman

Joseph A. Greenaway Jr.
James T. Harden
Benjamin Horowitz
Ann F. Kaplan
Jonathan Lavine
Charles Li

Paul J. Maddon
Vikram Pandit
Michael B. Rothfeld
Claire Shipman
Kyriakos Tsakopoulos
Faye Wattleton

SENIOR LEADERSHIP (SEE ALSO ORGANIZATIONAL CHARTS AT END OF APPENDIX 1)

President, Lee C. Bollinger
Provost, John Coatsworth
Senior Executive Vice President, Robert Kasdin
Executive Vice President for Arts and Sciences, David Madigan
Executive Vice President for Health and Biomedical Sciences, Lee Goldman
Executive Vice President for Research, G. Michael Purdy
Executive Vice President for Government and Community Affairs, Maxine Griffith
Secretary of the University, Jerome Davis
General Counsel, Jane E. Booth
Executive Vice President for Communications, David M. Stone
Executive Vice President for Facilities and Operations, Joseph A. Ienuso
Executive Vice President for Finance, Anne Sullivan
Executive Vice President for Global Centers and Global Development, Safwan M. Masri

PRIMARY CONTACT INFORMATION

Robert Kasdin
Senior Executive Vice President
212-854-9967
rkasdin@columbia.edu

311 Low Library, Mail Code: 4342
535 West 116th Street
New York, NY 10027

PRIMARY TEAM MEMBERS AND ADDITIONAL PARTNERS

Columbia University will shape a team comprised of the faculty and administration to assist in addressing all issues in developing the Barack Obama Presidential Library. Columbia has deep experience in construction projects in New York City, and we are available to work with you and the partners, consultants, and advisors of your choice.

DECISION-MAKING PROCESS

Columbia University is an independent, privately supported, nonsectarian institution of higher education. Academic activity is primarily organized through its faculties and departments of instruction. To direct instruction and research that cross departmental and faculty lines, the University establishes administrative boards, institutes, centers, laboratories, and interdepartmental programs.

The charter is the legal instrument under which the University operates. It defines the manner in which the trustees are selected and empowers them to act in all matters on the University's behalf. The University statutes were adopted by the trustees and are amended by them as the need arises. They enumerate the constituent units of the University, their powers and responsibilities.

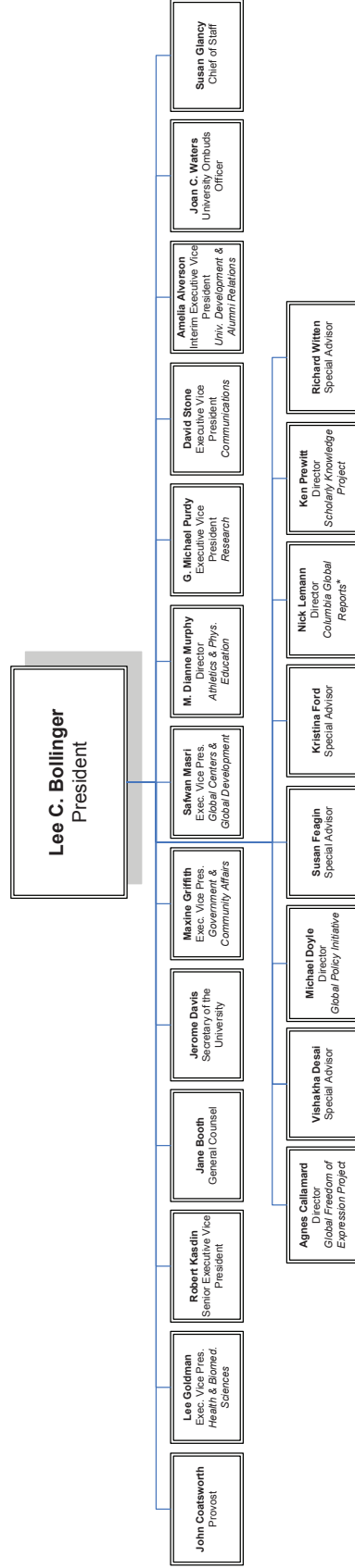
The president is the chief executive officer of the University. Assisting the president in administering the University are the provost, the senior executive vice president, the executive vice president for health and biomedical sciences, several other vice presidents, the general counsel, the secretary of the University, and the deans of the faculties, all of whom are appointed by the trustees on the nomination of the president and serve at their pleasure.

As Columbia's chief academic officer, the provost is responsible for ensuring that its programs and academic staff are of the highest quality. The provost directs academic planning at the University; supervises the work of all academic units and periodically evaluates their programs; and authorizes the appointments of the faculty, officers of research, and officers of the libraries. In cooperation with the senior executive vice president and other central administrative officers, the provost also oversees the budgets and financial planning of the faculties and the creation of strong administrative services to support the University's academic activities.

The president has assigned responsibility for financial management and the University's administrative operational services to the senior executive vice president. These services include responsibility for the University's financial health, Columbia Technology Ventures, management of the University's technology systems, the physical plant, public safety, human resources, as well as student services and administrative services.

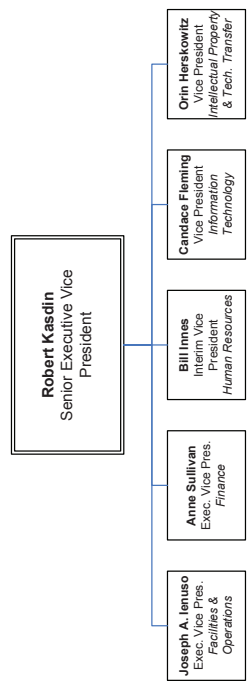
The basic organizing units of the University are its 20 faculties and 80 departments of instruction. Academic activity is also conducted through administrative boards, institutes, interdepartmental programs, centers, and laboratories.

Columbia University
 Senior Administration
 President's Direct Reports



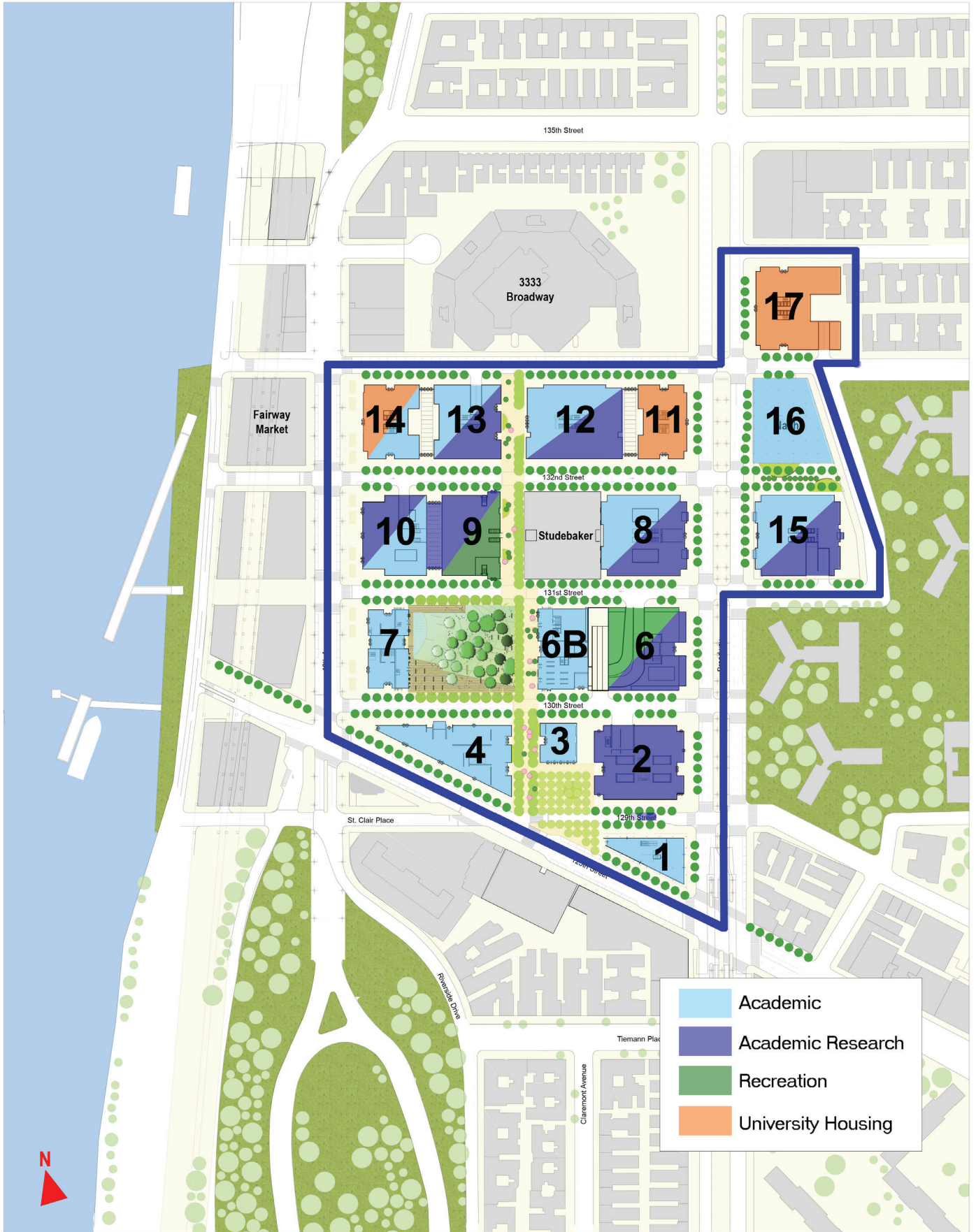
*Position effective in July 2014

Columbia University
Senior Administration
Office of the Senior Executive Vice President



APPENDIX 2

SITE DESCRIPTION



Columbia University - Manhattanville in West Harlem
 Illustrative Site Plan, Full Build 2030

APPENDIX 3

SITE PHOTOGRAPHS



Manhattanville Panoramic View



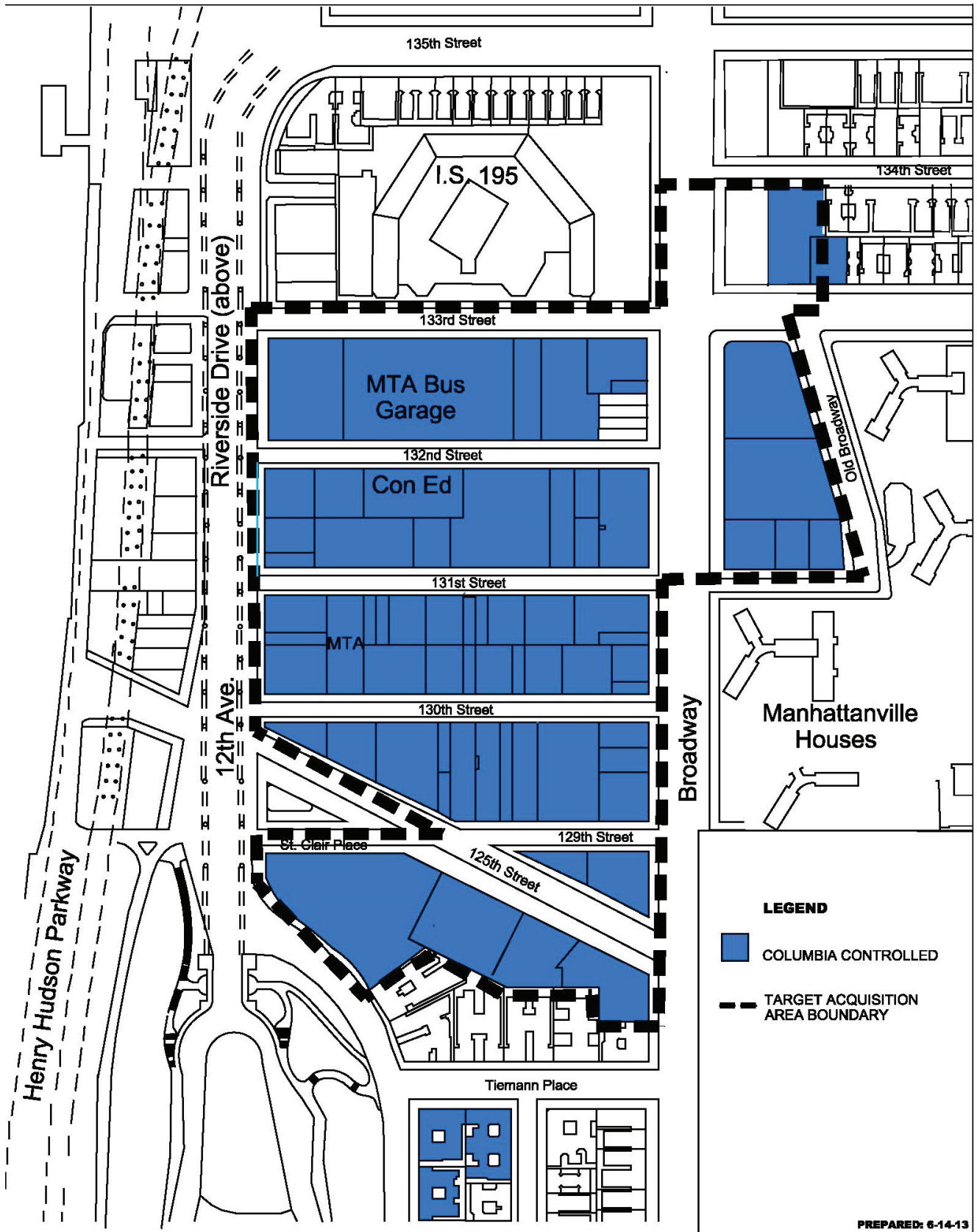
APPENDIX 4

ZONING RESOLUTION

For Appendix 4, please click on the third provided link.

APPENDIX 5

OWNERSHIP INFORMATION



LEGEND

- COLUMBIA CONTROLLED
- TARGET ACQUISITION AREA BOUNDARY

APPENDIX 6

COMMUNITY IMPACT REPORT

Locating the Obama Presidential Library in West Harlem: Community Context and Economic Impact

June 5, 2014

appleseed 

This report was prepared by Appleseed, a New York City-based consulting firm, founded in 1993, that provides economic research and analysis and economic development planning services to government, non-profit and corporate clients. We have had extensive experience in providing economic and community impact analyses for major U.S. universities, health care and cultural institutions, as well as analyses of the economic and community impact of a wide range of real estate development projects.

Additional information on Appleseed can be found at www.appleseedinc.com.

Introduction

Columbia University is considering submission of a proposal to the Barack Obama Foundation to locate the Barack Obama Presidential Library in an area in the Manhattanville neighborhood in West Harlem that is the site of the University's new educational mixed-use development project. This draft working paper, prepared by Appleseed, provides background information for use in preparing Columbia's response to the Foundation's Request for Qualifications. It includes information on:

- The demographic, economic, community and institutional context within which the Obama Presidential Library would be located;
- Columbia's current role as a major contributor to the economy of New York City;
- Columbia's educational mixed-use development project, and its economic impact;
- The potential economic impact of the construction and ongoing operation of the Library;
- The potential economic impact of spending by visitors to the Library; and
- The Library's potential contribution to economic and community development in West Harlem.

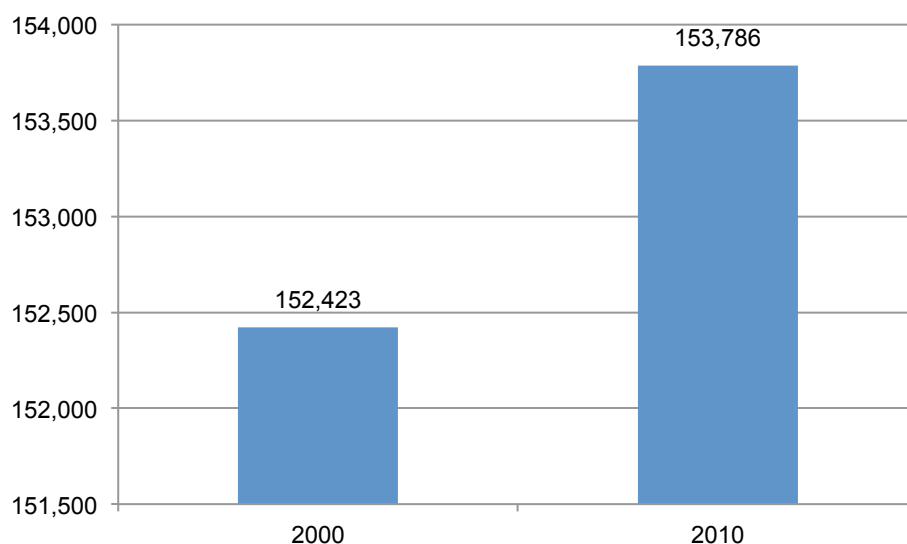
Local Community Context

The Barack Obama Presidential Library and Museum would be located in West Harlem – an ethnically and economically diverse, culturally rich urban community (Figure 1). In 2010 the population of the area totaled 153,786 – an increase of 0.9 percent since 2000 (Figure 2).

Figure 1: Location of Columbia’s Educational Mixed-Use Development Project within West Harlem



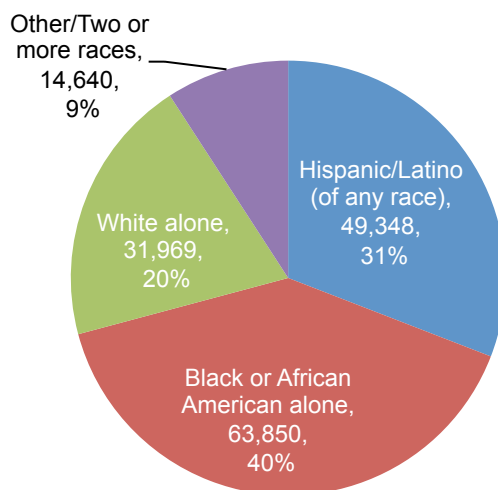
Figure 2: Total Population in West Harlem, 2000 & 2010



Source: 2000 & 2010 Census, U.S. Census Bureau, Social Explorer

According to the Census Bureau’s American Community Survey (ACS) data for 2008-2012, 40 percent of all West Harlem residents were African-American, 31 percent were Hispanic, and 20 percent were non-Hispanic white. The community has also attracted a growing number of immigrants – more than 29 percent of all West Harlem residents are foreign-born.

Figure 3: Composition of West Harlem’s Population by Ethnicity, 2008-2012

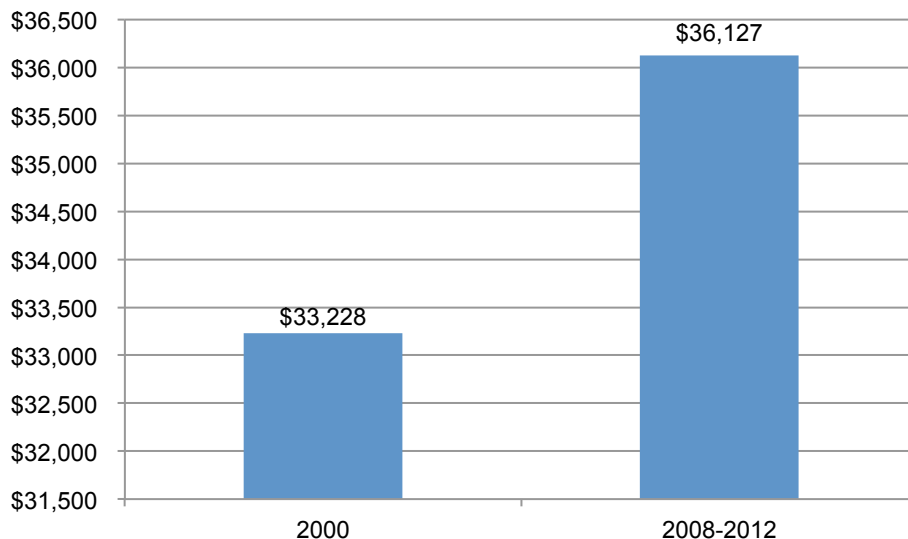


Source: 2008-2012 ACS (5-Year Estimates), U.S. Census Bureau, Social Explorer

West Harlem is also an economically diverse community, but one in which lower-income households constitute a majority of the population. According to ACS data, in 2008-2012, the median household income was \$36,127 – about 56 percent of New York City’s median household income. Nearly 33 percent of all households in the area had incomes of less than \$20,000; and 29 percent of all residents lived in households with incomes below the federally-defined poverty level.¹ At the opposite end of the spectrum, 17 percent of all households in West Harlem had incomes of \$100,000 or more.

While household incomes in the area are relatively low, they have been increasing. Between 2000 and 2008-2012, median household income increased (after adjusting for inflation) by 8.7 percent since 2000.

Figure 4: West Harlem Median Household Income (In 2012 Inflation-Adjusted Dollars), 2000 & 2008-2012

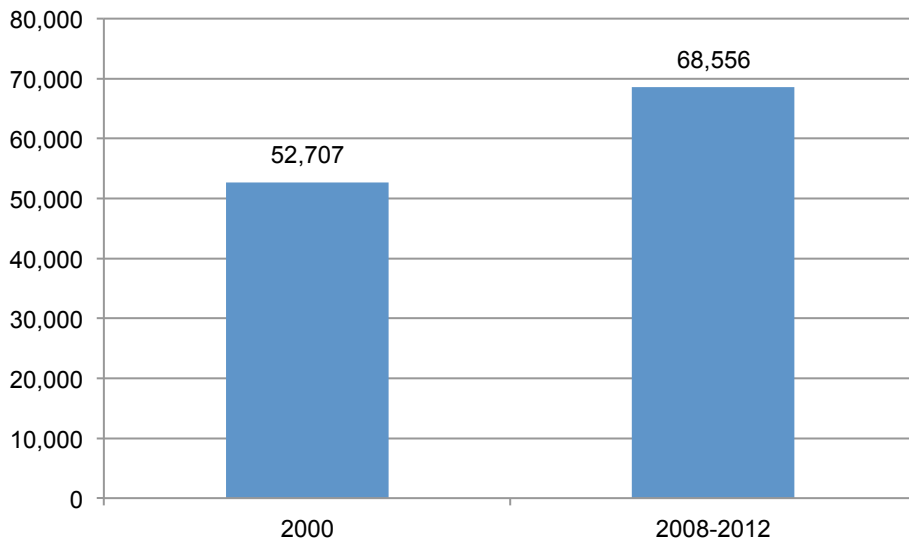


Source: 2000 Census & 2008-2012 ACS (5-Year Estimates), U.S. Census Bureau, Social Explorer

The increase in median household income in part reflects an increase in the working population during that same time period. Between 2000 and 2008-2012, the number of employed civilian residents increased by more than 30 percent – from 81 percent of the total civilian labor force in 2000 to 89.5 percent in 2008-2012.

¹ In 2012 the poverty threshold for a family of four as defined by the U.S. Census Bureau was \$23,492.

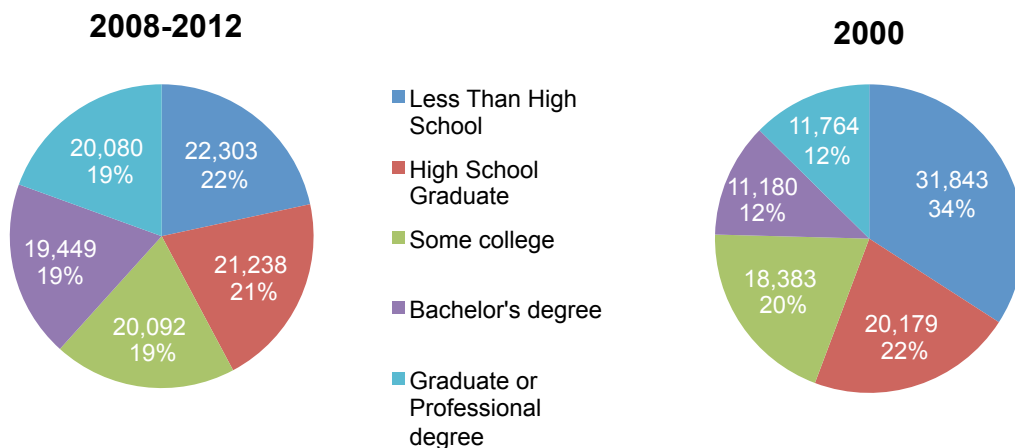
Figure 5: Total Employed Civilian Population in West Harlem, 2000 & 2008-2012



Source: 2000 Census & 2008-2012 ACS (5-Year Estimates), U.S. Census Bureau, Social Explorer

Overall levels of educational attainment have increased dramatically within the community. Between 2000 and 2008-2012, the number of residents over the age of 25 with a bachelor's degree increased by 74 percent and the number of residents over the age of 25 with a graduate or professional degree increased by 12.6 percent. According to ACS data, as of 2008-2012, about 38 percent of all area residents age 25 and older had at least a bachelor's degree.

Figure 6: Educational Attainment for West Harlem Residents Age 25 Years and Over, 2000 & 2008-2012

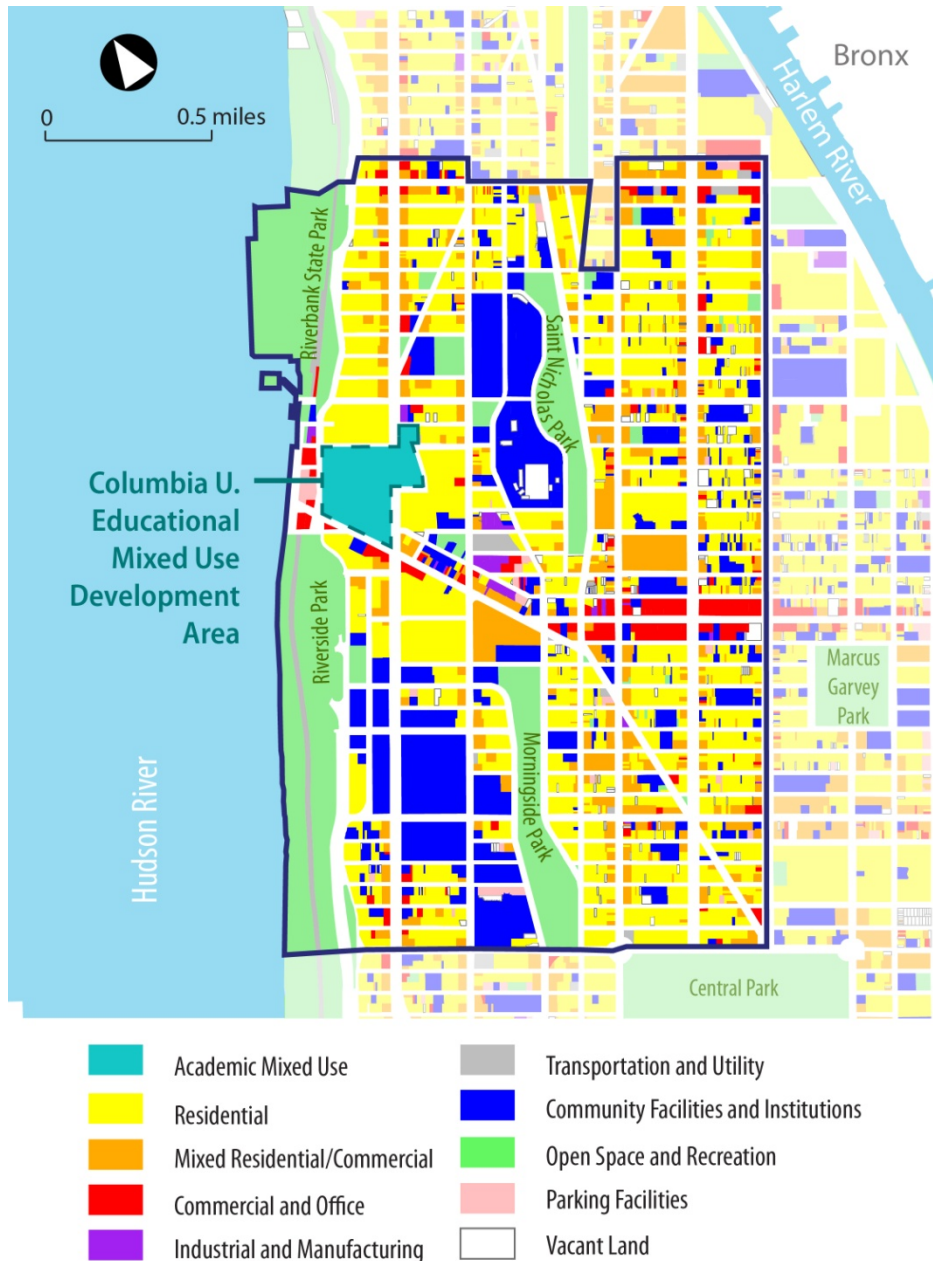


Source: 2000 Census & 2008-2012 ACS (5-Year Estimates), U.S. Census Bureau, Social Explorer

Land Use and Development

As shown in the following map and table, residential uses account for more than 45 percent of West Harlem’s land area – more than 428 out of a total of 947 acres. Residential uses in the area include a diverse mix of market-rate, rent-regulated, university-owned and public rental housing, owner-occupied single- and two-family housing, and cooperative and condominium apartment buildings.

Figure 7: Land Use Map



Source: NYC Department of City Planning, PLUTO (Release 13v2)

Public-sector and institutional uses – including Columbia’s Morningside campus and other educational, health care, cultural and religious institutions clustered nearby in Morningside Heights, and the campus of City College – together account for nearly 147 acres, more than 15 percent of the community’s land area; and commercial, industrial, utility and transportation uses account for another 15 percent (143 acres).

The West Harlem area is relatively well-endowed with parks, open space and outdoor recreational areas, including Riverside Park, Morningside Park and St. Nicholas Park, the Hudson River Greenway, the Harlem Piers and Riverbank State Park. These uses account for more than 208 acres, about 22 percent of the community’s total area. And just to the south, across 110th Street, lies Central Park – one of the world’s most renowned urban parks.

Table 1: Land Use Table

Type of land use	Acres	%
Columbia’s educational mixed-use development area	17.4	1.8
Residential	360.8	38.1
Mixed residential and commercial	67.1	7.1
Commercial and office	38.9	4.1
Industrial and manufacturing	16.6	1.8
Transportation and utility	77.9	8.2
Public facilities and institutions	146.7	15.5
Open space and outdoor recreation	208.7	22.0
Parking facilities	5.1	0.5
Vacant land	8.1	0.9
Total	947.5	

Source: NYC Department of City Planning, PLUTO (Release 13v2)

A Rich Educational and Cultural Environment

In addition to its human and physical resources, West Harlem offers an unusually – perhaps uniquely – rich concentration of educational, cultural and religious resources. Some of the most significant of these are described below; they are also listed in Table 2, and shown in Figure 8.

In addition to Columbia University, educational institutions in the area include:

- **Barnard College**, an undergraduate women’s college affiliated with Columbia;
- **Teacher’s College**, one of the nation’s leading centers for graduate training of teachers and other school professionals and for research on education;
- **Bank Street College**, an independent college offering graduate degrees and professional development services for teachers;
- **City College**, the flagship campus of the City University of New York;
- **Manhattan School of Music**, a private music conservatory granting undergraduate and graduate degrees;

- ***International House (I-House)***, a private, non-profit residence and program center for international graduate students and trainees;
- ***Jewish Theological Seminary***, a seminary for Conservative Judaism granting undergraduate and graduate degrees;
- ***New York Theological Seminary***, a private, multi-faith graduate theological seminary;
- ***Union Theological Seminary***, a private independent, non-denominational graduate school of theology, founded in 1836.

In the fall of 2012, these nine institutions together enrolled more than 50,000 students.

Cultural institutions in the area include:

- ***Schomburg Center for Research in Black Culture***, a research unit of The New York Public Library System, “devoted to promoting the study and interpretation of black history and culture and to collecting, preserving, and providing access to materials documenting black life.”
- ***The Studio Museum in Harlem***, a contemporary art museum focusing on the work of local, national and international artists of African descent, as well as work that has been inspired and influenced by African-American culture.
- ***The Hispanic Society of America***, a free public museum and reference library dedicated to the study of the arts and cultures of Spain, Portugal and Latin America.
- ***The Apollo Theater***, a landmark performing arts venue that has played a major role in the emergence of jazz, swing, bebop, R&B, gospel, blues and soul.
- ***Harlem Stage – The Gatehouse***, a performing arts center that celebrates and perpetuates the unique and diverse artistic legacy of Harlem and the indelible impression it has made on American culture.
- ***Dance Theatre of Harlem***, an American professional ballet company and accredited school of dance with art education and community outreach programs for youth.
- ***National Jazz Museum in Harlem***, a public museum “dedicated to the preservation and celebration of Harlem’s jazz history.”
- ***Harlem School of the Arts***, an arts institution that provides arts education programs for youth in the areas of music, dance, theatre and visual arts.
- ***Hamilton Grange National Memorial***, the home of founding father Alexander Hamilton.
- ***Grant’s Tomb – General Grant National Memorial***, the final resting place of President Ulysses Simpson Grant and his wife, Julia. The Memorial includes a gallery with permanent exhibits on Grant’s life.

These existing cultural institutions will be joined in 2017 by the ***Museum of the Urban Civil Rights Experience***, focusing on the history of the civil rights movement in New York and other cities, which is being developed as part of a new National Urban League headquarters complex on 125th Street.

Major religious institutions in the area include:

- ***The Cathedral Church of St. John the Divine***, the mother church of the Episcopal Diocese of New York and the largest cathedral in the U.S.
- ***Riverside Church***, an interdenominational church affiliated with both the United Church of Christ and the American Baptist Churches. The church features a 2,100-seat nave and a 20-story tower, and is known for its community service and educational programs and its advocacy for social justice.
- ***Abyssinian Baptist Church***, established in 1808 as one of the oldest African-American Baptist churches in the U.S., and known today as a leader in community revitalization, development of affordable housing and expansion of educational opportunity in Harlem.
- ***Old Broadway Synagogue***, an Orthodox Jewish synagogue and a national landmark.
- ***Interchurch Center***, a 19-story office facility established in 1960 “with the mission to provide a working environment that is conducive to ecumenism and interreligious involvement.” The Interchurch Center houses the offices of more than 70 agencies of various religions and ecumenical and interfaith organizations.

Figure 8: Map of Selected Educational, Cultural and Religious Resources in West Harlem



Educational Institutions

- ① Columbia University
- ② Barnard College
- ③ Teachers College at Columbia University
- ④ The City College of New York/CUNY City College
- ⑤ Jewish Theological Seminary of America
- ⑥ Manhattan School of Music
- ⑦ Union Theological Seminary in the City of NY
- ⑧ New York Theological Seminary
- ⑨ International House

 **Cultural Institutions**

 **Religious Institutions**

**Scheduled to open in 2017

Table 2: Selected Educational, Cultural and Religious Resources in West Harlem

Institution	Address	Distance from project area (miles)
Educational Institutions:		
Barnard College	3009 Broadway	0.5
Columbia University	116 th Street and Broadway	0.4
Teachers College at Columbia	525 West 120 th Street	0.4
The City College of New York/CUNY City College	160 Convent Avenue	0.4
Jewish Theological Seminary of America	3080 N Broadway	0.3
Manhattan School of Music	120 Claremont Avenue	0.3
International House	500 Riverside Drive	0.3
New York Theological Seminary	475 Riverside Drive	0.6
Union Theological Seminary	3041 N Broadway	0.4
Cultural Institutions:		
Schomburg Center for Research in Black Culture	515 Malcolm X Boulevard	1.0
The Studio Museum	144 West 125 th Street	0.8
Grant's Tomb – General Grant National Memorial	West 122 nd Street and Riverside Drive	0.4
Apollo Theater	253 West 125 th Street	0.6
National Urban League/Urban Civil Rights Museum	121 West 125 th Street	0.8
Harlem Stage – The Gatehouse	150 Convent Avenue	0.3
Dance Theatre of Harlem	466 West 152 nd Street	1.0
Hamilton Grange National Memorial	414 West 141 st Street	0.6
Harlem School of the Arts	645 St. Nicholas Avenue	0.8
National Jazz Museum in Harlem	104 East 126 th Street	1.3
Hispanic Society of America	613 West 155 th Street	1.2
Religious Institutions:		
The Cathedral Church of St. John the Divine	1047 Amsterdam Avenue	0.9
Old Broadway Synagogue	15 Old Broadway	0.1
Abyssinian Baptist Church	132 Odell Clark Place	1.0
Interchurch Center	475 Riverside Drive	0.6
Riverside Church	490 Riverside Drive	0.5

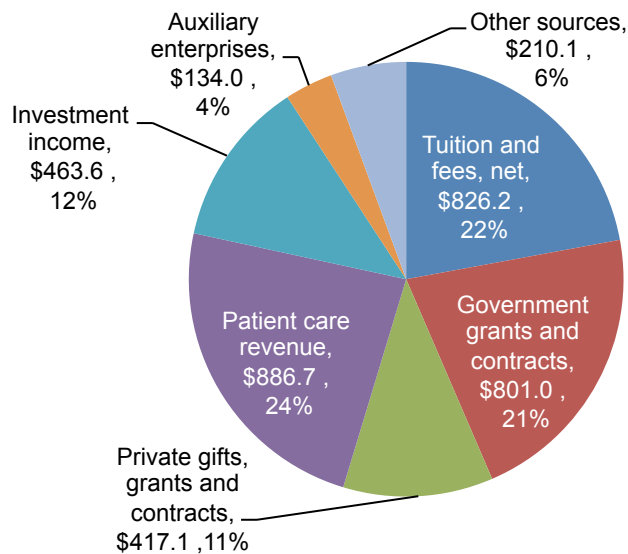
By far the largest – and economically most significant – institution in the area is Columbia University. The next section of the working paper provides some basic information on the University and its role in New York City's economy.

Columbia's Contribution to New York City's Economy

Founded in 1754, Columbia University is one of the world's leading research universities – ranking 13th among all universities in the *Times Higher Education* 2013-2014 World University Rankings.

Columbia is also a major contributor to the economic vitality of New York City, with revenues in fiscal year 2013 totaling more than \$3.7 billion.

Figure 9: Columbia University Revenues, FY 2013 (In \$ Billions)

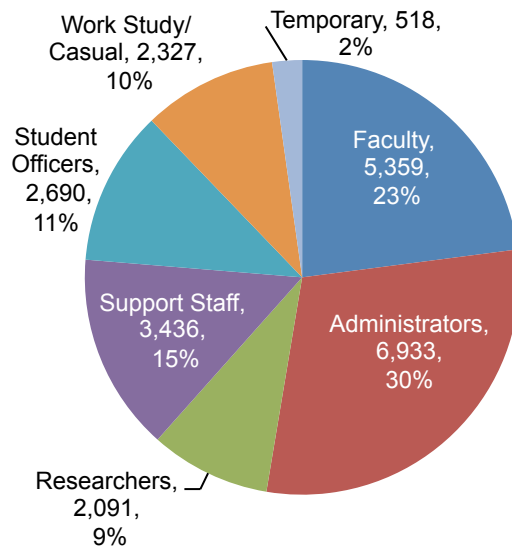


A Major New York City Employer

Columbia is one of the city's largest private employers, with employment in fall 2013 totaling 21,027 people (including student officers, but excluding work-study and other casual student employees), of whom 73 percent worked full-time.

In addition to these full- and part-time employees, the University employed 2,327 students in a variety of work study and casual part-time jobs.

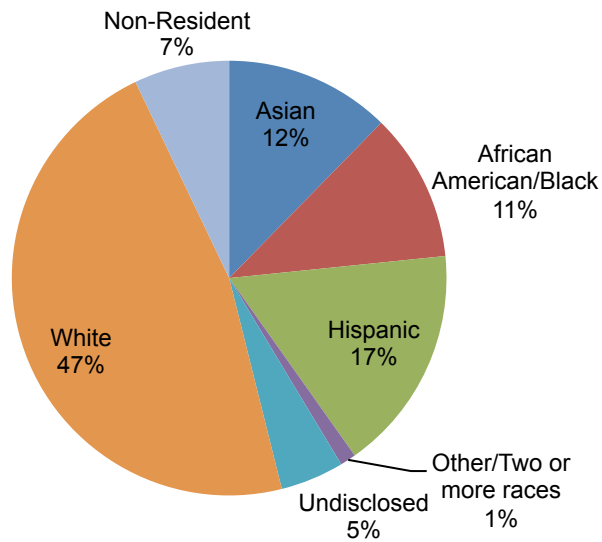
Figure 10: Full- and Part-Time Employment at Columbia University by Occupational Group, Fall 2013



In fiscal year 2013, wages and salaries paid to University employees who live in New York City (including work-study student employees) totaled nearly \$885.1 million (63.5 percent of the University's total payroll). Using the IMPLAN modeling system (an economic modeling tool commonly used in economic impact studies), we estimate that in fiscal year 2013, household spending by Columbia employees who live in New York City directly and indirectly generated more than 4,000 additional full-time-equivalent (FTE) jobs in New York City, with more than \$294 million in wages.

Columbia's workforce is ethnically diverse. In the fall of 2013, 17 percent of the University's full-time employees were Hispanic, 12 percent were Asian, 11 percent were African American and 47 percent were non-Hispanic white.

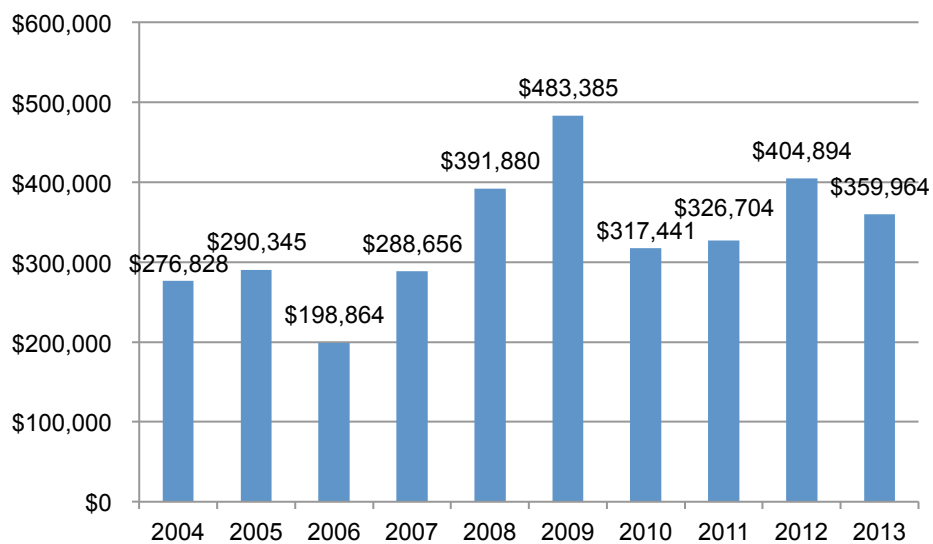
Figure 11: Full-Time Employment at Columbia University by Ethnicity, Fall 2013



A Major Investor in the City

Columbia is also a major investor in New York City’s economy. From fiscal year 2004 through fiscal year 2013, the University invested more than \$3.3 billion in the construction of new and renovation of existing facilities.

Figure 12: Columbia University Construction Spending, FY 2004-2013 (In \$ Thousands)



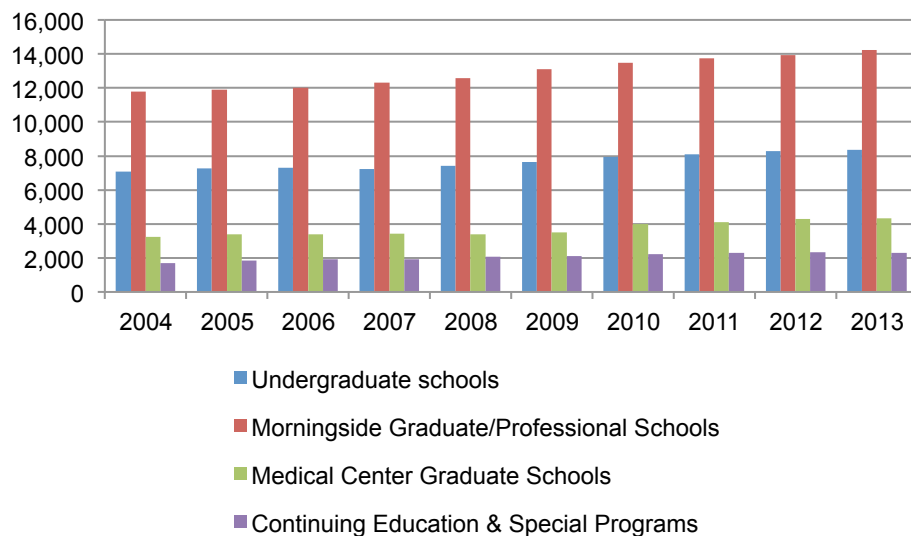
In fiscal year 2013, Columbia spent nearly \$360.0 million on construction. We estimate that in fiscal year 2013, University spending on construction directly supported 1,198 FTE jobs in construction and related industries; and through the multiplier effect, indirectly supported 1,227 additional FTE jobs in industries throughout New York City.

Student Enrollment

In fall 2013, a total of 29,250 students were enrolled at Columbia, including 8,365 undergraduates, 18,568 graduate and professional students and 2,317 students enrolled in continuing education and special programs.

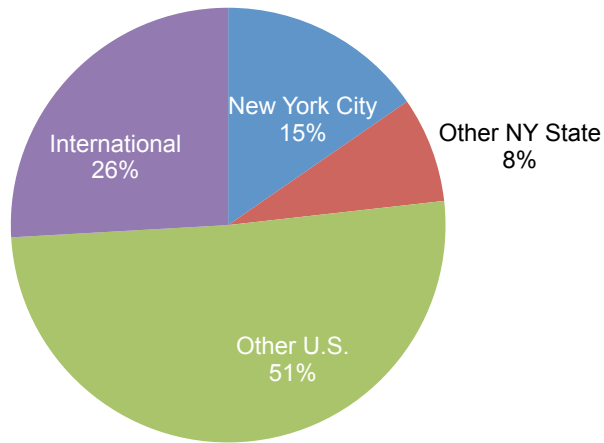
Between fall 2004 and fall 2013, total enrollment at the University grew by nearly 23 percent. During that time period, undergraduate enrollment grew by 18.1 percent, enrollment in Morningside graduate and professional schools grew by 20.7 percent, enrollment in the Medical Center graduate schools grew by 33.7 percent and enrollment in continuing education and special programs grew by 36.5 percent.

Figure 13: Columbia University Enrollment, Fall 2004 – Fall 2013



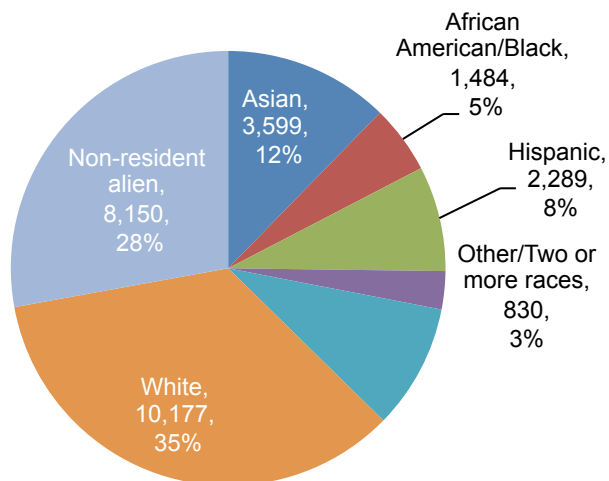
Of those enrolled in degree programs in the fall of 2013 (as shown in Figure 14), 15.4 percent were residents of New York City, 7.8 percent were from elsewhere in New York, 50.8 percent were from elsewhere in the U.S. and 25.9 percent were international students.

Figure 14: Columbia University Enrollment by Student's Place of Residence, Fall 2013



Like its workforce, Columbia's student population is ethnically diverse. Among the 21,100 students who were U.S. citizens or permanent residents in the fall of 2013 (72 percent of total University enrollment), 48.2 percent were non-Hispanic white, 17.0 percent were Asian-American, 10.8 percent were Hispanic, 7.0 percent were African-American, and 16.8 percent were identified as being of mixed, other or unknown race or ethnicity.

Figure 15: Columbia University Student Enrollment by Ethnicity, Fall 2013

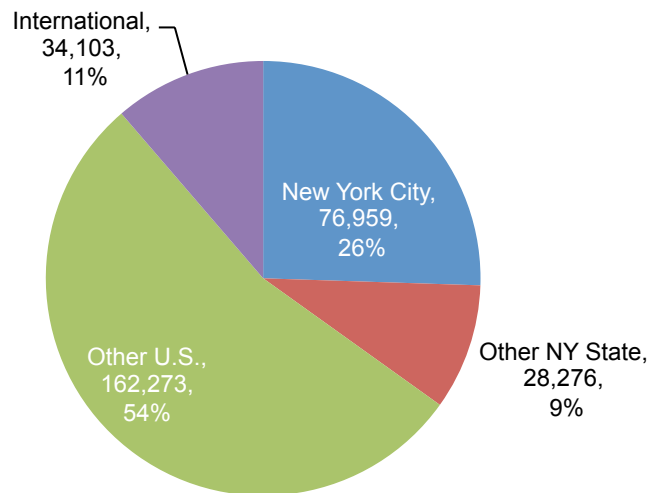


Columbia is also a major contributor to New York City’s position as the “world capital of international education,” with 8,150 international students in the fall of 2013 – 28 percent of total University enrollment. In 2012-13, Columbia ranked 5th among all U.S. institutions in international student enrollment.²

Alumni

Through its undergraduate, graduate and professional education programs, Columbia plays a significant role in the development of New York City’s human capital. As shown in Figure 16, as of fall 2013, of Columbia’s 301,611 alumni whose address is known, 25.5 percent (76,959 alumni) lived in New York City and an additional 9.4 percent (28,276 alumni) lived elsewhere in New York State.

Figure 16: Columbia University Alumni by Place of Residence, as of Fall 2013

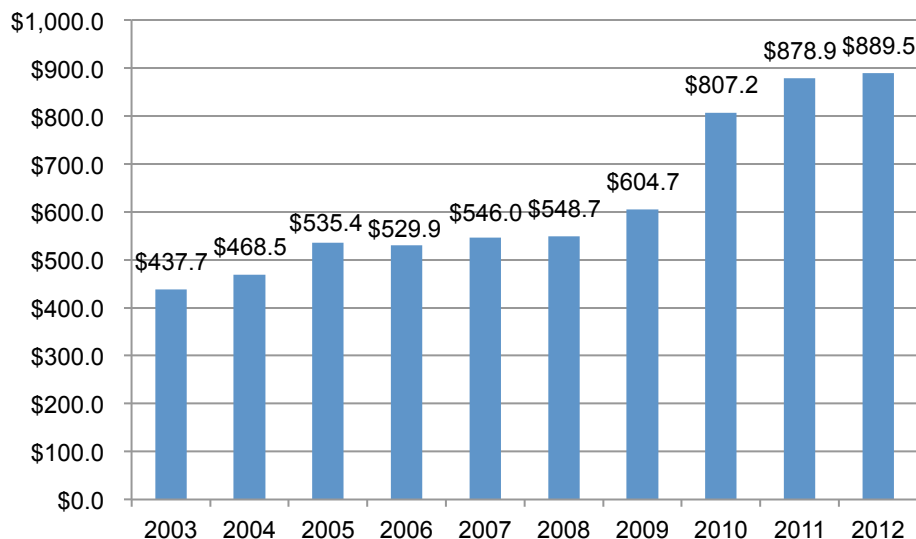


² Institute of International Education. (2013). “Top 25 Institutions Hosting International Students, 2012/13.” *Open Doors Report on International Educational Exchange*.

University Research

Columbia is New York City's leading research institution, and one of the highest-ranked research institutions in the U.S. Between 2003 and 2012, total research expenditures at Columbia grew by 103 percent, to \$889.5 million.³

Figure 17: Columbia University Research Spending, 2003 – 2012 (In \$ Millions)



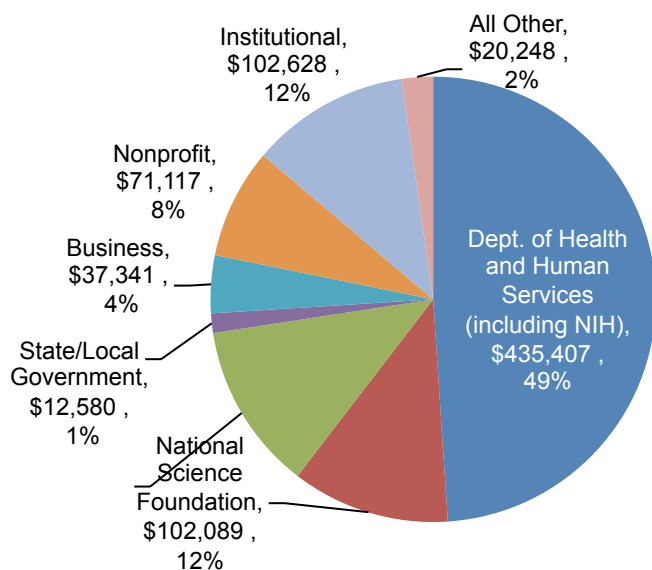
Source: National Science Foundation, National Center for Science and Engineering Statistics, Survey of Research and Development Expenditures at Universities and Colleges/Higher Education Research and Development Survey

As shown in Figure 18, the federal government is the largest source of research funding at Columbia, accounting for 72.6 percent (nearly \$645.6 million) of total research expenditures in fiscal year 2012. Nonprofit and corporate partners accounted for 12.2 percent (nearly \$108.5 million), institutional funding for 11.5 percent (\$102.6 million), and state and local government for 1.4 percent (\$12.6 million).⁴

³ National Science Foundation, National Center for Science and Engineering Statistics, *Survey of Research and Development Expenditures at Universities and Colleges/Higher Education Research and Development Survey*.

⁴ *Ibid.*

Figure 18: Columbia University Research Expenditures by Source of Funding, FY 2012 (In \$ Thousands)



Source: National Science Foundation, National Center for Science and Engineering Statistics, Survey of Research and Development Expenditures at Universities and Colleges/Higher Education Research and Development Survey

According to NSF's Higher Education R&D Survey, Columbia ranked 10th among U.S. universities in total research spending in 2012, up from 26th in 2003.

Technology Transfer

Columbia has also been a leader among U.S. universities in translating the new knowledge created through university research into new products and services, new businesses and new jobs. During fiscal year 2013, Columbia:

- Reported the disclosure of 372 inventions by Columbia faculty members and researchers;
- Filed 271 new patent applications based on research conducted at Columbia;
- Was awarded 90 U.S. patents;
- Entered into 89 licensing or option agreements for the commercial use of technology first developed at Columbia;
- Licensed Columbia technologies to 14 new start-up companies; and
- Collected nearly \$146.3 million in licensing income from companies that had licensed technology from Columbia.

Manhattanville: A New Mixed-Use Academic Center

In order to sustain both its position as one of the world’s leading universities and its role as a major contributor to the continuing growth and vitality of New York City’s economy, Columbia – working with New York City and New York State officials, local community organizations and others – has prepared (and secured City and State approval of) a comprehensive plan for development of a new mixed-use academic center (the Columbia University Educational Mixed-Use Development Project) on a seventeen-acre site in West Harlem’s Manhattanville neighborhood (shown below in Figure 19).

Figure 19: Map of Columbia’s Educational Mixed-Use Development Project Area



The first phase of development is already under way, and over the course of the next twenty-five years the University plans to develop a total of approximately 6.8 million square feet of space, including research, other academic, residential, recreational, retail, commercial office and support space. Estimated square footage for each of these uses is listed below in Table 3.

Table 3: Planned Development for Columbia’s Educational Mixed-Use Development Project through 2034

Type of use	Anticipated gross square footage through 2034 ⁵
Above Grade	
Academic – research	2,596,957
Academic – other	1,360,768
University housing – graduate students, faculty, staff	403,960
Recreation	250,713
Active ground-floor uses (retail, restaurant, community facility, office)	162,618
Below Grade	
Swimming and diving center	145,431
Research support space – below grade	296,201
Other below-grade support (energy, mechanical, freight, storage, loading, program)	758,417
Parking	785,608
Total	6,760,673

Economic Impact of Construction

In the Final Environmental Impact Statement (EIS) on Columbia’s educational mixed-use development project, the University and its consultants estimated the total cost of construction through 2034 (stated in 2007 dollars) would be approximately \$5.813 billion. The EIS estimates that through 2034, this expenditure will directly support 26,383 person-years of employment in construction and related industries (an average of about 1,300 full-time-equivalent jobs each year through 2034), with wages totaling nearly \$3.11 billion (in 2007 dollars).

Taking into account as well the indirect and induced (or “multiplier”) effects of direct spending on construction, the EIS estimates that through 2034, construction spending on the project area will directly and indirectly account for:

- 38,895 person-years of employment in New York City;
- Approximately \$4.39 billion in wages and salaries (in 2007 dollars); and

⁵ The above-listed square footages come from Table 1-8 (Subdistrict A: Illustrative Plan by Development Site (in GSF)) of the Final Environmental Impact Statement dated November 16, 2007. These square footages are consistent with Exhibit U of the Columbia University Educational Mixed-Use Development Land Use Improvement and Civic Project Modified General Project Plan dated December 18, 2008.

- Nearly \$9.34 billion in City-wide economic output.

The impact of construction spending on Columbia’s educational mixed-use development project is summarized below in Table 4.

Table 4: Impact of Construction Spending on Columbia’s Educational Mixed-Use Development Project through 2034 (Employment in Person-Years, Earnings and Output in Thousands of 2007 Dollars)

	Employment	Earnings	Output
Direct	26,383	\$3,106,810	\$5,736,270
Indirect/induced	12,512	\$1,285,220	\$3,500,090
Total	38,895	\$4,392,030	\$9,236,360

Columbia is committed to supporting minority, women and locally-owned businesses and labor (MWL). For construction of its educational mixed-use development project in Manhattanville, the University has set a goal for 35 percent of total construction-related spending to be accounted for by minority, women and locally-owned businesses, and 40 percent of total construction labor to be accounted for by minorities, women and local residents.

Additionally, the University provides job training programs, internships for high school students, and is currently in the fifth year of a nationally-recognized MWL construction mentorship program designed to support and enhance the future opportunities for businesses, adults and young people.

Impact of Ongoing Operations

When the project area is fully built out and occupied, the EIS estimates that Columbia and other organizations and businesses occupying the newly-developed space will directly employ 6,399 people, with salaries and wages totaling \$589.7 million (in 2007 dollars), and directly account for more than \$1.02 billion in economic output.

When indirect and induced effects are taken into account, the EIS estimates that by 2034, Columbia and other entities occupying space in the project area will directly and indirectly account for:

- 9,925 FTE jobs in New York City;
- Approximately \$767.6 million in wages and salaries (in 2007 dollars); and
- Nearly \$1.53 billion in City-wide economic output.

The impact of ongoing operations as of 2034 is summarized below in Table 5.

Table 5: Impact of Ongoing Operations of Columbia’s Educational Mixed-Use Development Project as of 2034 (Employment in FTE’s, Earnings and Output in Thousands of 2007 Dollars)

	Employment	Earnings	Output
Direct	6,399	\$589,720	\$1,023,160
Indirect/induced	3,526	\$177,930	\$505,230
Total	9,925	\$767,650	\$1,528,390

While the direct and indirect impacts of both construction and ongoing operations are significant, in the long run the project’s greatest contribution to the growth of New York City’s economy is likely to result from its role in strengthening the University’s ability to fulfill its mission. The University’s educational mixed-use development project in Manhattanville will greatly enhance Columbia’s ability to develop new academic programs, and to attract the most talented faculty members and students to New York City. And it is essential to the continued growth of the University’s research enterprise.

Impact on the Local Community

In addition to its City-wide economic impact, the ongoing operations of the new mixed-use development will generate significant economic benefits for the surrounding community as well.

The 6,399 jobs that are forecast to be created on-site by 2034 will offer a wide range of employment opportunities for residents of the local area. They will include not only faculty members, other professionals and high-level managers, but also mid-level administrative staff, clerical workers, lab technicians and support staff – maintenance, security, food services, retail, etc.

Moreover, the new development will generate new business and jobs elsewhere in the community as well:

- By generating new demand for a wide range of supplies and support services;
- By substantially increasing the daytime population of the neighborhood and generating increased foot traffic along local retail corridors; and
- By attracting new private investment to the surrounding area.

Construction and Operation of the Barack Obama Presidential Library: Economic Impact

In order to provide a preliminary estimate of the economic impact of construction of the Barack Obama Presidential Library, we assumed that a building of approximately 140,000 square feet would be constructed, at a total project cost of roughly \$336 million. We further assumed that 70 percent of this total would be spent on contract construction, and 30 percent on soft costs. Based on these assumptions, we estimate that construction of the Library would directly support 1,197 person-years of employment in construction and related industries, with wages and salaries totaling approximately \$151.9 million.

Taking into account indirect and induced effects, we estimate that spending on construction of the Library would directly and indirectly support:

- 2,414 person-years of employment in New York City;
- More than \$250.6 million in earnings (in 2013 dollars); and
- Nearly \$555.8 million in City-wide economic output.

The impact of spending on construction of the Obama Presidential Library is summarized below in Table 6.

Table 6: Impact of Spending on Construction of the Barack Obama Presidential Library (Employment in Person-Years, Earnings and Output in Thousands of 2013 Dollars)

	Employment	Earnings	Output
Direct	1,197	\$151,877.7	\$336,000.0
Indirect/induced	1,217	\$98,762.6	\$219,779.0
Total	2,414	\$250,640.3	\$555,779.0

After construction is completed, the ongoing operations of the Obama Presidential Library would continue to provide jobs both directly and indirectly through the multiplier effect. For purposes of this analysis we have assumed that the Library would directly employ 120 people. Using the IMPLAN input-output modeling system (a modeling tool commonly used in economic impact analyses), we estimate that at this staffing level the Library would directly and indirectly generate:

- 193 FTE jobs in New York City;
- More than \$12.7 million in annual earnings (in 2013 dollars); and
- More than \$33.6 million in annual economic output City-wide.

The impact of spending on the Obama Presidential Library's operations is summarized below in Table 7.

Table 7: Impact of Spending on the Obama Presidential Library's Operations (Employment in FTE's, Earnings and Output in Thousands of 2013 Dollars)

	Employment	Earnings	Output
Direct	120	\$7,215.8	\$19,683.2
Indirect/induced	73	\$5,502.0	\$13,942.0
Total	193	\$12,717.8	\$33,625.3

The Impact of Visitor Spending

In addition to the impact of the ongoing operations of the Barack Obama Presidential Library itself, New York City's economy would benefit from spending by visitors to the Library. To estimate the impact of visitor spending, we need first to make some assumptions about the number of visitors to the Obama Presidential Library.

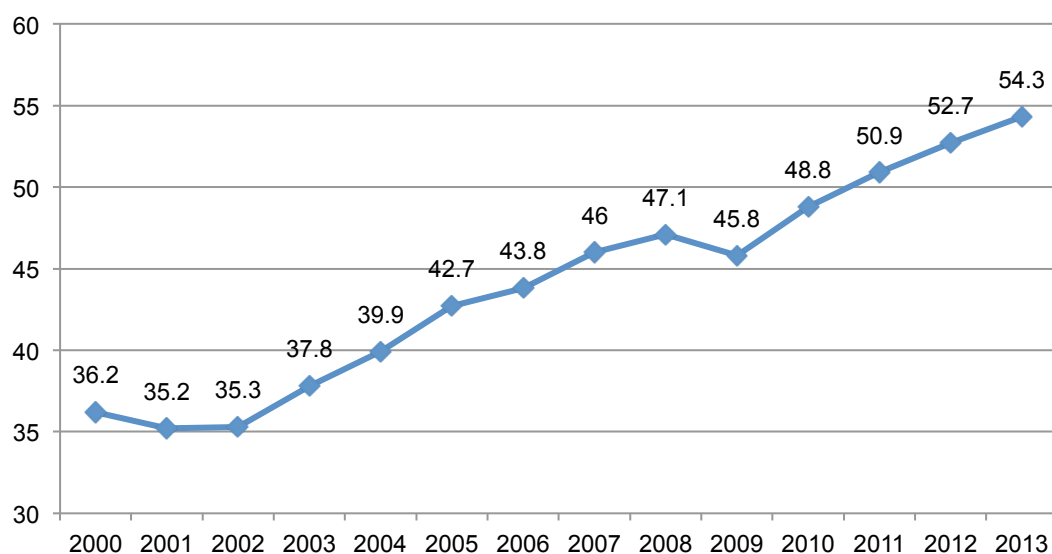
We consider first the numbers of annual visitors to existing presidential libraries. As reported by the National Archives and Records Administration, these ranged in fiscal year 2013 from 67,206 visitors to the Herbert Hoover Library and Museum in West Branch, Iowa to 542,357 visitors to the William J. Clinton Library and Museum in Little Rock, Arkansas.

It is important to recognize, however, that a presidential library located in New York City would be able to draw upon a stream of potential visitors not available on a comparable scale in any of the cities and towns where presidential libraries are now located – the tens of millions of visitors the City attracts each year.

New York City's Growing Visitor Traffic

New York City regularly ranks first (or in some years, second behind Orlando) in the number of visitors it attracts. As Figure 20 shows, from 2000 to 2013 the number of visitors to New York City grew by 50 percent – from 36.2 million to 54.3 million.

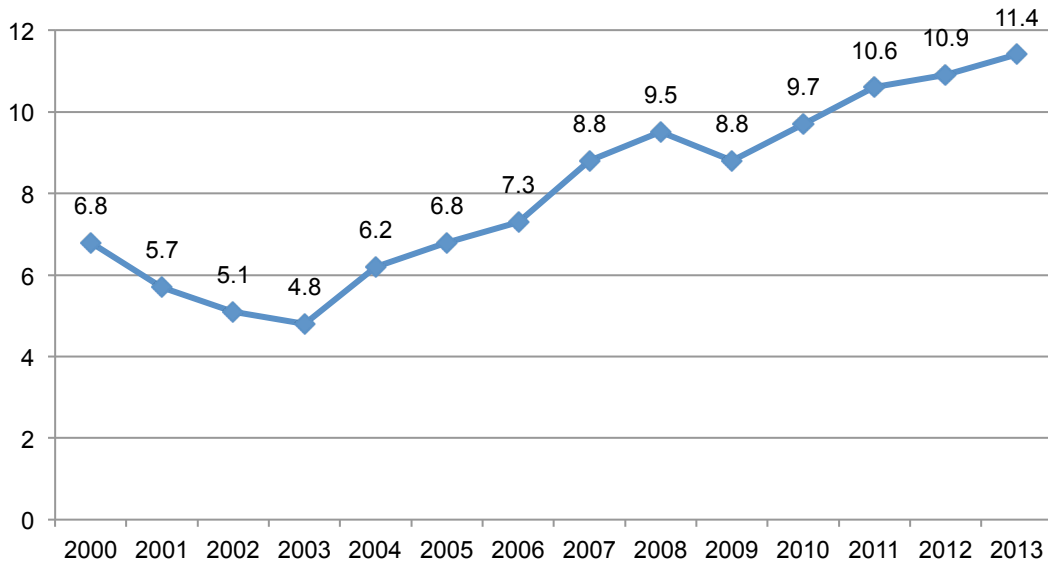
Figure 20: Total Visitors (International and Domestic) to New York City, 2000 – 2013 (In Millions)



Source: NYC & Company

As Figure 21 shows, the City has in recent years been especially popular with international visitors. After declining sharply after September 11, the number of international visitors to New York City has in the last ten years risen by 137 percent, to 11.4 million in 2013.

Figure 21: International Visitors to New York City, 2000 – 2013 (In Millions)

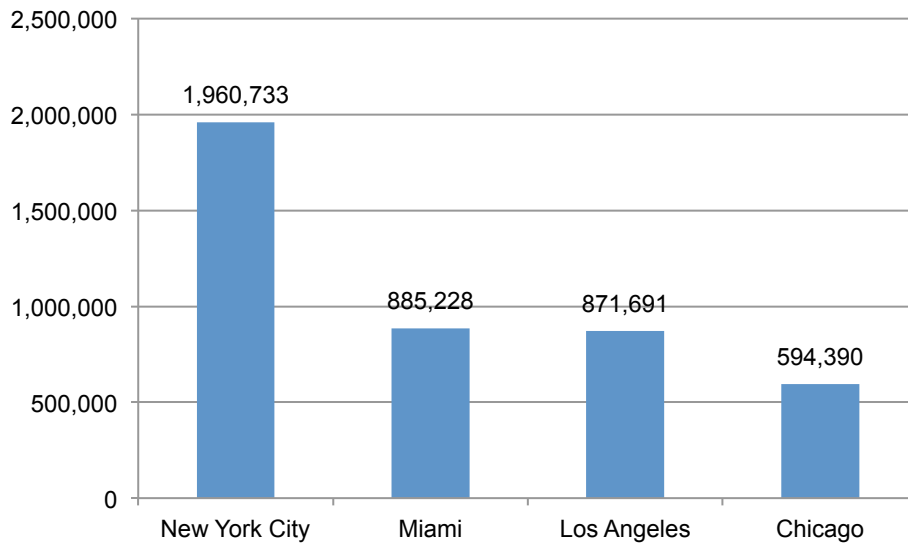


Source: NYC & Company

New York City's success in attracting international visitors in part reflects the density of air travel connections between New York and other cities around the world. As of the fall of 2011, the three major airports serving the City had direct connections to 122 cities outside the U.S. – far more than any other U.S. city.

The strength of New York City's advantage in connecting with other cities becomes especially clear when we focus not just on the number of direct flights, but on the total capacity of those flights. As Figure 22 shows, more than 1.96 million seats were available on direct flights between New York and cities outside the U.S. in September 2011.

Figure 22: Number of Seats per Month on International Direct Flights



Source: OAG

New York City is also notable for its position as one of the world’s leading centers of cultural tourism. As Table 8 shows, the City’s leading cultural institutions and historic sites draw millions of visitors annually.

Table 8: Annual Attendance at New York City’s Leading Cultural Institutions and Historic Sites

Cultural institution/historic site	Annual attendance
Metropolitan Museum of Art	6,118,000
American Museum of Natural History	5,000,000
September 11 Memorial	5,000,000
Statue of Liberty/Ellis Island	3,830,000
Museum of Modern Art	2,805,000
New York Public Library	2,400,000
Solomon R. Guggenheim Museum	1,189,000
Intrepid Sea Air Space Museum	1,000,000
Cathedral of St John the Divine	1,000,000

Source: Museums Council of New York City, Destinations websites

Estimating the Impact of Visitors to the Obama Presidential Library

The very large numbers of visitors coming to New York City from throughout the U.S. and around the world – and in particular, the City’s strength as a center of cultural tourism – in effect provide a ready-made pool of potential visitors to the Obama Presidential Library. If we assume for purposes of this preliminary analysis that 1.5 percent of these domestic and international visitors would visit the Library (if it were located in New York City), we can estimate that annual attendance by non-New York City residents would total approximately 814,000 visitors per year.⁶ Based on current visitor demographics, we can estimate that 80 percent of these out-of-town visitors would come from elsewhere in the U.S., and 20 percent from outside the U.S.

We further assume that in order to include the Library on their New York City itinerary, out-of-town visitors would extend their stay in the City by an average of half a day.

Based on these assumptions, and using data on visitor spending published by NYC and Company, we estimate that incremental visitor spending attributable to visits to the Library would total nearly \$92.0 million. Using IMPLAN, we further estimate that this incremental spending by non-New York City residents would directly and indirectly support:

- 1,191 FTE jobs in New York City;
- Nearly \$52.7 million in wages and salaries (in 2013 dollars); and
- \$122.1 million in annual economic output City-wide.

The impact of spending by visitors to the Obama Presidential Library is summarized below in Table 9.

Table 9: Impact of Spending by Visitors from Outside New York City to the Obama Presidential Library (Employment in FTE’s, Earnings and Output in Thousands of 2013 Dollars)

	Employment	Earnings	Output
Direct	936	\$32,823.4	\$75,264.3
Indirect/induced	255	\$19,833.6	\$46,859.4
Total	1,191	\$52,656.9	\$122,123.6

⁶ In addition to these out-of-town visitors, visitors to the Obama Presidential Library would include significant numbers of New York City residents. Assuming that City residents account for 20 percent of all those visiting the Library, we can estimate that total annual attendance could exceed 1 million. However, spending by New York City residents who visit the Library is not included in our analysis of the impact of visitor spending on New York City’s economy.

Contributing to the Revitalization of West Harlem

In addition to its impact on the economy of New York City as a whole, the Barack Obama Presidential Library could contribute in several ways to the continuing revitalization of the economy of West Harlem.

Participating in Construction and Operation of the Library

As noted previously, Columbia has been committed to ensuring that minority, female and locally-owned businesses and residents have the opportunity to participate in the University's educational mixed-use development project in Manhattanville, both as contractors and as workers. The University's goal is to have minority, women and locally-owned businesses account for 35 percent of all construction-related spending; and for minorities, women and local residents to account for about 40 percent of all construction employment.

We believe that similar rates of minority, female and local participation can be achieved on construction of the Obama Presidential Library as well.

Similarly, we anticipate that when the Library is completed and operational, a number of West Harlem residents would be among those hired in a wide range of professional, administrative and support positions.

Local Impact of Visitor Spending on Local Retail Development

Because the analysis of visitor spending impacts presented in the preceding section of the working paper counted only incremental spending associated with the additional time visitors would spend in New York on visits to the Obama Presidential Library, it is reasonable to assume that a significant portion of this incremental spending would occur in the area surrounding the Library. If for purposes of this preliminary analysis we assume that half of all incremental visitor spending on dining and shopping would occur within the local area, we can estimate that visitors to the Library would add approximately \$11.5 million to annual retail spending in the neighborhood, and \$10.6 million to spending in local restaurants.

Using IMPLAN, we estimate that this additional spending would directly support approximately 214 FTE jobs with local retailers and restaurants, with wages totaling \$6.7 million.

We further estimate that the additional revenues generated by this level of spending would support approximately 45,000 square feet of street-level retail, much of which would likely be located along West 125th Street, Broadway and Twelfth Avenue.

Attracting Complementary Development

Locating the Obama Presidential Library in Manhattanville could further benefit West Harlem by attracting other organizations to locate and invest in the area. These could for example include non-profit organizations or institutions that share the vision and goals of the Barack Obama Foundation, and whose programs might benefit from proximity to the Library, to Columbia and to other West Harlem institutions.

Locating the Library in Manhattanville could also stimulate additional new investment in commercial development in West Harlem. For example, despite a surge in residential and retail development in Harlem during the past decade, hotel accommodations in the area remain limited. The only new hotel to open in the area in recent years is the Aloft Harlem, a 124-room mid-priced hotel located at Frederick Douglass Boulevard and 124th Street. The additional visitor traffic generated by the Obama Presidential Library could help attract further investment in new hotels in the area.

At the same time, the area's increased attractiveness to other non-profit organizations could help stimulate additional private investment in mixed-use development – just as is happening at 125th Street and Lenox Avenue through a partnership between the National Urban League and Hudson Companies. The **National Urban League Empowerment Center** will include the organization's national headquarters, the urban civil rights museum described earlier, a conference center, 114 apartments and retail space.

The **Manhattanville Factory District** – a former industrial area re-zoned by New York City in 2010 to promote mixed-use redevelopment – could be a particularly attractive location for complementary development. The new district is located between West 125th Street and West 128th Street – about a five minute walk east of Columbia's Manhattanville educational mixed-use development area, and just to the west of major cultural and entertainment sites on 125th Street.

- Two former industrial buildings in the Factory District with a total of 200,000 square feet have been rehabilitated and are fully tenanted. Among the new tenants is Harlem Biospace, a life sciences incubator developed by Sam Sia (a professor of biomedical engineering at Columbia) in partnership with the New York City Economic Development Corporation.
- Construction has also begun at the former site of the Taystee Cake Bakery on 125th Street. When completed, this project will provide 300,000 square feet of new space for light manufacturing, office, retail and community uses.

Beyond the projects already completed or in construction, the Manhattanville Factory District as planned will accommodate an additional 500,000 square feet of new development, including both new construction and rehabilitation of vacant industrial and commercial buildings.

Other projects in the 125th Street corridor either recently completed or currently in various stages of planning and development include:

- **301 West 125th Street**, a recently-completed 100,000 square-foot retail building;

- Renovation of the historic **Victoria Theater**, at 235 West 125th Street, accompanied by construction of 230 new apartments, a 210-room hotel, 27,000 square feet of retail space and 25,000 square feet of space for local cultural organizations;
- **100 West 125th Street**, a 117,500 square-foot retail development that will include a Whole Foods store;
- **1800 Park Avenue**, a 690,000 square-foot mixed-use development that will include 600 apartments and 70,000 square feet of retail space;
- The **East Harlem Media, Entertainment and Cultural Center** – a multi-phase, mixed-use development that when completed is expected to include 600 apartments, 350,000 square feet of retail space, 250,000 square feet of office space, a 98,000 square-foot hotel, and 30,000 square feet of cultural space.

Figure 23: 125th Street Corridor: Recent and Planned Developments



Locating the Barack Obama Presidential Library in Manhattanville would help to create a powerful western anchor for a revitalized 125th Street corridor, and stimulate new investment along 125th Street east of Broadway. At the same time, the continuing revitalization of 125th Street from the Hudson to the Harlem River will provide an increasingly attractive setting for the Library.

TRANSPORTATION ASSESSMENT

Locating the Obama Library in West Harlem: Transportation Assessment

June 2014

**Sam
Schwartz
Engineering
D.P.C.**

**Obama Library Proposal:
Transportation Assessment**

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Introduction

Columbia University's Manhattanville Campus is located nearby the historic Main Campus in Upper Manhattan, and offers expanded campus programming in the culturally rich neighborhood of West Harlem. The new campus is also well positioned within Manhattan and the surrounding region to be transit-accessible to millions of potential visitors. With direct subway access from five subway lines and eight bus routes in a walkable and bikeable urban neighborhood, the Manhattanville Campus has a large and populous catchment area within easy reach by local transit. In addition, Metro North commuter train service is accessible at E. 125th Street, a short bus ride away. Long Island Rail Road, Amtrak and NJ Transit commuter train services are available at Penn Station via a 20-minute trip on the #1 subway line. Altogether, this puts almost 22 million regional residents within a two-hour transit commute of the Manhattanville Campus, not to mention millions more in the New York Metro region just beyond the two-hour zone. In addition to this vast resident market, accommodations for virtually all of the 53 million annual visitors to New York City are within one hour of the library site by transit.

The large existing tourism market of New York City means that potential library visitors do not have to make a special trip or focus their visit solely on the Obama Library. They can incorporate the library visit into an agenda of experiences. For many, that agenda already brings them to the vicinity of Manhattanville via the many organized and individual cultural tours of Harlem. Figure 1 displays how many of those sites are in the vicinity of the library site and easily accessible by foot or frequent transit service. The dense New York City transit route network that is already the mode of choice for visitors will conveniently deliver them to the Obama Library. The surge of economic and residential vitality that has swept Harlem will support the success of this library, which will, in turn fuel further growth. In the planning stages is a Hudson River ferry reviving that historic function adjacent to the site, and potentially a new Amtrak and/or Metro North station at the site, which preliminary review has already deemed feasible. The Obama Library will be both a catalyst for and the beneficiary of this broadened transit access to the site.

Local Transportation Access

Subway and Bus Service

The Manhattanville Campus is an area of Manhattan that is particularly well-served by the bus and subway system. The closest train access is the #1 Line Broadway local subway service, which stops at both 125th Street, which is immediately adjacent to the Manhattanville Campus, and at 137th Street, four blocks from the campus.. The #1 train offers service to the entire west side of Manhattan, literally tip-to-tip, and north to Riverdale in the Bronx. The #1 train offers a one-seat, 20-minute ride to Penn Station (where connections are available to the Long Island Rail Road, Amtrak, and NJ Transit commuter railroads), as well as one-seat rides to Lincoln Center, Times Square, and the World Trade Center, running every 3.5 minutes during the peak periods and every 8 minutes on the weekend. The #1 train also offers easy across-the-platform transfer to the #2 and #3 express trains to Brooklyn, midtown and downtown. The #2 and #3 also connect to the Bronx and central Harlem.

**Obama Library Proposal:
Transportation Assessment**

The A/B/C/D trains stop less than half a mile away from the Manhattanville Campus, at 125th Street and St. Nicholas Avenue. This station is handicapped-accessible. The B/C trains, which offer local service, stop at 135th Street and St. Nicholas Avenue as well, which is also about a half-mile walk from the Manhattanville Campus. A/B/C/D train service offers a one-seat ride from large areas of Manhattan, Bronx, Brooklyn, and Queens, via 8th Avenue (A/C) and Avenue of the Americas (B/D). A/C service provides a one-seat ride, in as little as 12 minutes, to Penn Station – serving over 800 trains daily -- and Port Authority Bus Terminal – serving over 8,000 regional and intercity buses daily. Combined, A/B/C/D service offers more than 34 trains per hour during the peak periods (a train arrives slightly more frequently than every 2 minutes) and 25 trains per hour midday (a train arrives just over every 2 minutes).

Eight local bus routes serve the Manhattanville Campus, offering service not only to Lower Manhattan and Midtown via both the east and west sides, but also cross-town service, service to the Bronx, and one-seat service to La Guardia Airport. See Figure 1 for a map of local area transit services.

**Obama Library Proposal:
Transportation Assessment**



Figure 1: Local area transit service and area cultural institutions

Obama Library Proposal: Transportation Assessment

Highway Access

The Manhattanville Campus can be accessed via the Henry Hudson Parkway (Route 9a), using Exit 12. Entrances to this highway are available via 133rd Street and 125th Street. The Henry Hudson Parkway offers direct connection to I-95, US 1, US 9, and the George Washington Bridge, to destinations in New Jersey, and points north, south, and west. These routings will be nearly invisible to the surrounding community.

The Manhattanville Campus can also be accessed from the Franklin D. Roosevelt East River Drive, using Exit 21 at 135th Street. This route may require driving about 8 blocks across town to the east side of Manhattan, but the faster route stays on the FDR Drive to I-95, then down the Henry Hudson Parkway, as described above. The FDR connects to points in Midtown and Lower Manhattan, as well as to bridges and tunnels to Brooklyn and Queens.

Bikeshare

Manhattanville is within the NYC Department of City Planning's Phase 2 recommendation for expansion of Citi Bike (New York's largest-in-the-country bike share system). Currently, Citi Bike has 6,000 bikes at 330 stations in Manhattan below 60th Street and in several neighborhoods in Brooklyn. The Phase 1 system is slated to expand to 10,000 bikes and 600 stations and a Phase 2 expansion will include service to the Upper West and East sides of Manhattan, as well as additional areas of Brooklyn, the Bronx and Queens. While there is not yet a timeline for this expansion, it is likely to be in place for the opening of the Obama Library. In the interim, Columbia University may implement a local bike share system that can be integrated into the city-wide bike share system with the Phase 2 expansion effort.

The Manhattanville Campus is easily accessible by bicycle from the adjacent Hudson River Greenway that runs almost the entire length of Manhattan along the Hudson River, and is already well used by recreational and commuter cyclists alike. The Greenway offers connection to the George Washington Bridge, the 79th Street Boat Basin, the Manhattan Cruise Terminal, the Intrepid Sea, Air & Space Museum, Chelsea Piers, Battery Park City, and ferries to Liberty and Staten Islands.

Walkability

The Manhattanville Campus is located in a very walkable area of Manhattan. Walkscore.com gives the Manhattanville neighborhood a score of 96 on a scale of 0-100, with 0 being the least walkable and 100 being the most. Many attractions in Manhattanville, and in Harlem, would be a short and comfortable walk from the Obama Library and can offer a complete West Harlem tourist experience on foot.

Boro Taxi Service

New York City's new Boro Taxi program (which is also known as the Street Hail Livery program) was launched in mid-2013 and is now fully operational. It improves access to areas in New York City that have been historically underserved by yellow taxis, which tend to circulate more frequently in Lower and Midtown Manhattan. Boro Taxis can drop off anywhere in the city, but can only pick up passengers in Brooklyn, Queens, Staten Island, and Manhattan north of West 110th Street and East 96th Street. Each Boro Taxi is affiliated with a local car service that can still dispatch a car to a customer, but Boro Taxis can also be legally street-hailed. The Manhattanville Campus is within the Boro Taxi zone, which means a visitor to the Obama

Obama Library Proposal: Transportation Assessment

Library would be easily able to pre-arrange for, or street-hail, a ride in a Boro Taxi to anywhere in the city.

Accessibility to the Disabled Community

The subway station at 125th Street and St. Nicholas Avenue is ADA accessible, and the A/B/C/D lines that stop there offer a one-seat ride to/from 27 other ADA-accessible subway stations around the city. Many of those stations are free transfer points which connect with additional subway lines that serve many other ADA-accessible stations around the city.

Every one of the 5,000+ publicly-owned buses operating in New York City is ADA accessible. Thus, every single trip on the eight local bus routes serving the Manhattanville Campus offers direct, one-seat access to the library to those with disabilities. Through free transfers to dozens of other bus routes and accessible subway stations, the accessible service catchment area is extensive. This accessibility is real. With over thirty years of accessible bus operation, the disabled community has embraced use of these buses to the extent of making them the most widely-used bus services by the disabled community anywhere in the country. That offers the Obama Library real, welcoming accessible bus service provided by drivers who are skilled in its operation and have incorporated it into their daily routine.

New York City Transit Access-a-Ride is an on-demand paratransit service offered to eligible disabled New Yorkers. It provides service to and from locations anywhere in the city, using a variety of vehicle types appropriate to an individual's condition, eligibility, and location. For the Obama Library, this means that any eligible disabled person who cannot be conveniently served by other available accessible service can be transported any distance needed to reach the library for a fixed fare equal to the standard transit fare (currently \$2.50).

The combination of the ADA-accessible A/B/C/D 125th Street subway station, the ADA-accessible local buses serving the area, and Access-a-Ride service will make the Obama Library a destination that people with disabilities are able to travel to easily. See Figure 2 for a map of handicap accessible transit services to the Manhattanville Campus.

Obama Library Proposal: Transportation Assessment

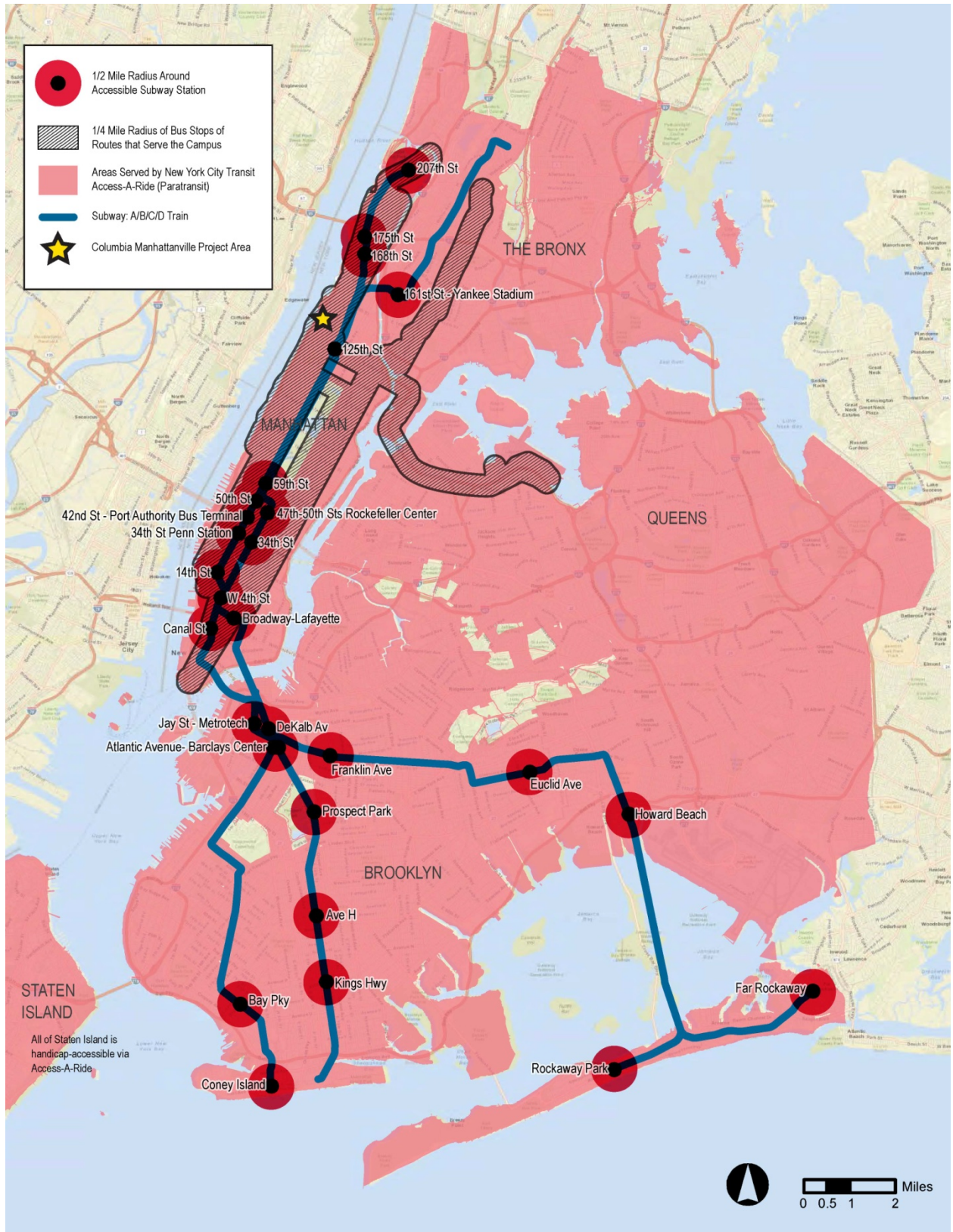


Figure 2 One-Seat Handicapped Transit Access to Manhattanville Campus

Market for Potential Visitors, Catchment Area

Does a falling tree make a sound if no one is there to hear it? The impact of the Obama Library will, in part, be defined by how many visitors actually get to experience it. The Manhattanville site likely provides the largest permanent population with easy access, the greatest exposure to international visitors, and the largest population of domestic visitors not committed to single-purpose recreation of any candidate location. New York City's unmatched numbers in all three categories portend annual attendance levels befitting the library's intent.

One-Hour and Two-Hour Transit Access

An estimated 8.8 million people live within one hour of the Manhattanville Campus by public transit. Much of New York City is within this one-hour catchment by virtue of its extensive subway and bus network. Significant suburban populations are also within one hour via frequent service provided by the nation's three largest commuter railroads -- Long Island Rail Road, Metro-North, and New Jersey Transit Rail -- which together offer more service and carry more passengers than all of the nation's other commuter rail systems combined. This one-hour access area also includes the two most populous cities in New Jersey and the second most populous city after New York.

An estimated 21.7 million people live within two-hours of the Manhattanville Campus by public transit. This number includes everyone in the one-hour catchment area, as well as the balance of New York City's residents, all of the densely populated surrounding suburban counties, more distant mid-sized cities -- such as Stamford and Bridgeport, Connecticut -- and even many rural areas. If we allow for residents of outer areas who might use their cars to access commuter rail stations over a mile away, this number will be even larger. Put simply, all of the benefits of the gargantuan public transit network that have allowed the New York City region to become the nation's most populous accrue -- and are immediately available without further investment -- to the Manhattanville site being proposed for the Obama Library. Figures 3 and 4 graphically depict the population with one-hour and two-hour public transit access to the Manhattanville Campus, as discussed above. This standard page size representation may not do justice to this important asset without reference to the scale at the bottom of each page.

**Obama Library Proposal:
Transportation Assessment**

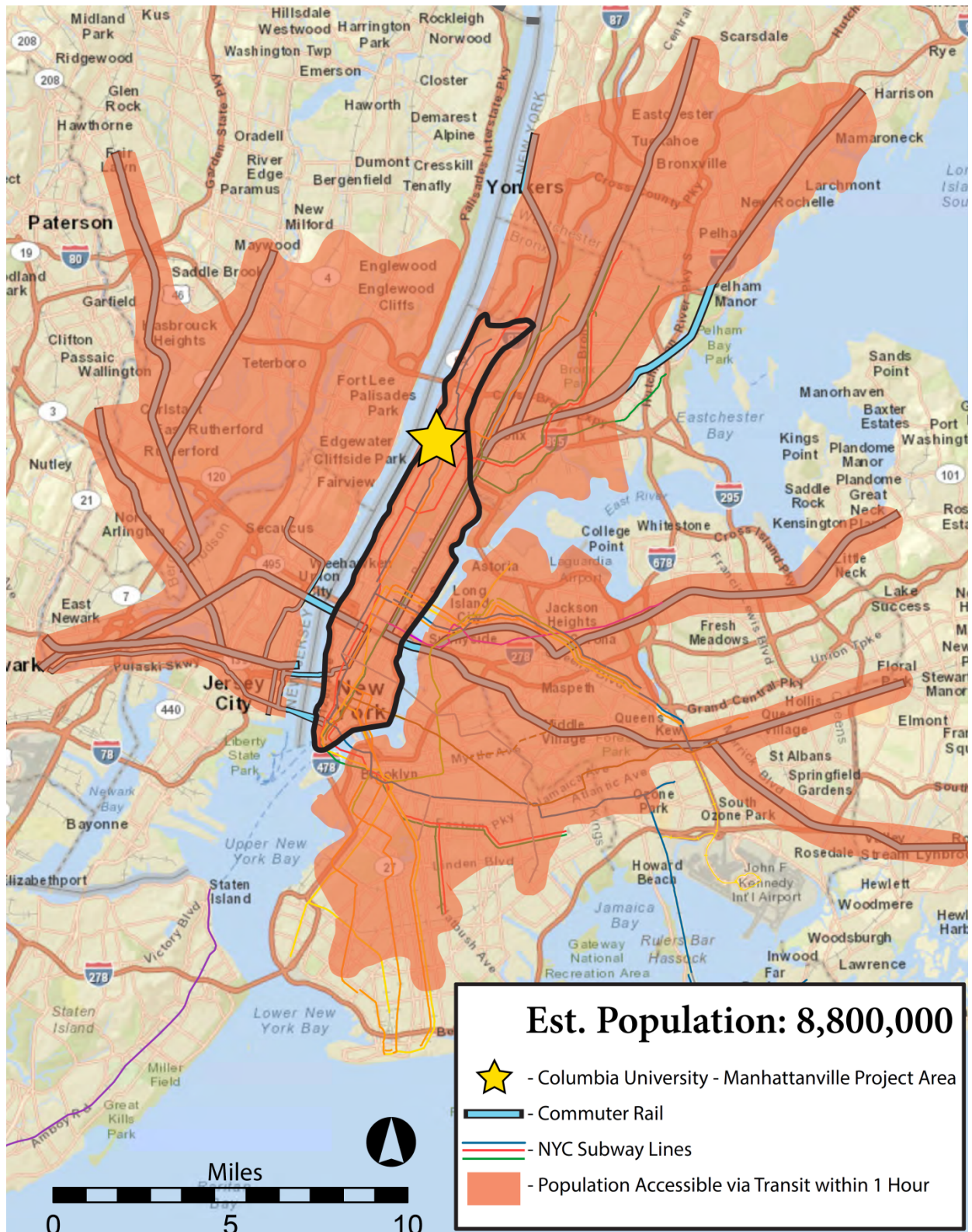


Figure 3 Public Transit Access to Manhattanville within One Hour

**Obama Library Proposal:
Transportation Assessment**

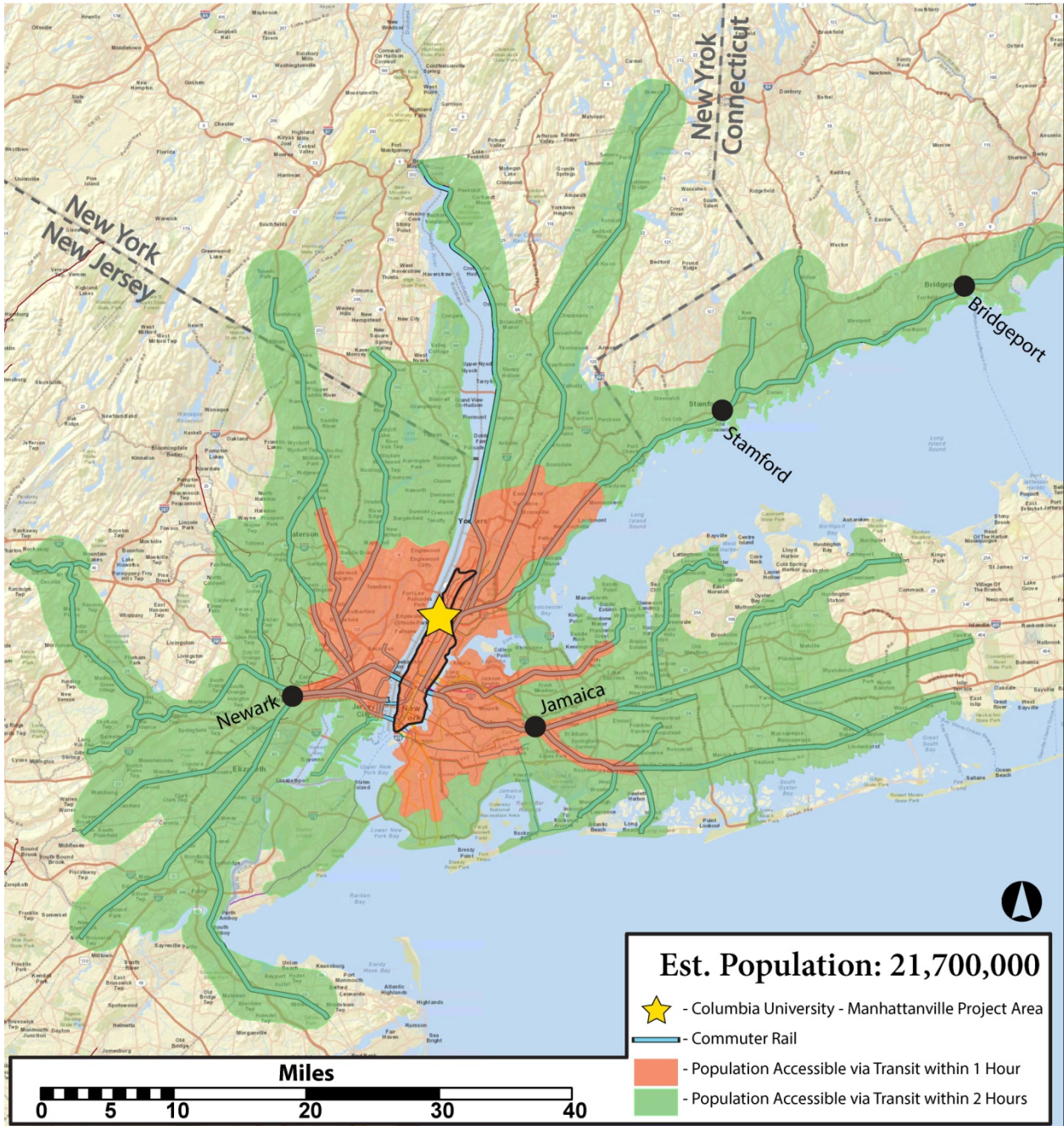


Figure 4 Public Transit Access to Manhattanville within Two Hours

Airport Access and Number of Visitors

There are three large international airports in the New York City area—John F. Kennedy International Airport (JFK), in southern Queens, LaGuardia, in northern Queens, and Newark Liberty, in Newark, New Jersey. All three airports are conveniently accessible via public transit to the Manhattanville Campus and to the hotel concentrations where these travelers are likely to stay. From JFK, visitors can take the AirTrain to the Howard Beach station of the A express train, which will take them to 125th Street and St. Nicholas Avenue, from where they can walk

Obama Library Proposal: Transportation Assessment

less than a half-mile or transfer for free to a bus that will take them to the Manhattanville Campus. From LaGuardia, visitors can take the limited stop (soon to be BRT) M60 bus, a one-seat ride to the Manhattanville Campus. From Newark Liberty, visitors can take the AirTrain to New Jersey Transit Rail, to New York Penn Station. At Penn Station, connections are available to the 1, A, and C subway lines, each of which directly serve the Manhattanville Campus.

JFK, LaGuardia, and Newark Liberty International airports are all operated by the Port Authority of New York and New Jersey. The three airports combined are the largest air travel resource in the country, serving more than 112 million people in 2013.

Tour Buses

Hop-On/Hop-Off Services

Hop-on/hop-off tour bus service is one way that many tourists currently arrive at the Columbia University area. Hop-on/hop-off service allows for tourists get on and off the tour bus service as many times as they like along the route throughout the day for a single fee. Local hop-on/hop-off attractions include Grant's Tomb, Harlem Market, Apollo Theater and Cathedral of St John the Divine. The Obama Library can be expected to be featured as an additional attraction in the Uptown area.

Charter Tour Buses

Charter tour buses bring organized groups of people to tourist attractions throughout New York City. There are several large operators in the New York region, among them Academy Bus and Coach USA. Longer distance charters are typically served by any of the hundreds of smaller operators located near the communities of origin. An Obama Library at the Manhattanville Campus would likely see a good deal of such activity. Convenient drop-off and pick-up areas and tour bus layovers would be provided in the Manhattanville Campus area to facilitate these visitors.

Planned Transit Improvements

Ferry Service

The newly constructed pier at West Harlem Piers Park – abutting the Manhattanville Campus -- was designed to accommodate deep water ferry service at 125th Street on the Hudson River. Currently, Hudson River ferry service is available to Midtown Manhattan and Wall Street in Manhattan, as well as Edgewater, Weehawken, Hoboken, Jersey City, and Belford in New Jersey. In addition, the Circle Line's Full Island Cruise circumnavigates the whole of Manhattan and points out attractions to tourists, including Columbia University. With the infrastructure already in place, an Obama Presidential Library at Columbia Manhattanville in the context of existing West Harlem attractions at W. 125th Street could stimulate the commencement of ferry service for the benefit of both library visitors and commuters to the area.

125th Street Intermodal Center

Preliminary planning has commenced for a West 125th Street intermodal center abutting the Manhattanville Campus that would connect ferry and local bus services and a new rail station on site, to be served by Metro North and/or Amtrak. This preliminary work has confirmed that a new station is feasible within the alignment available at that location. The Obama Library could

**Obama Library Proposal:
Transportation Assessment**

capitalize on these transit improvements to attract visitors and even function as a catalyst to bring this 125th Street intermodal center to reality.

Conclusion

Locating the Obama Library at the Manhattanville Campus of Columbia University, would make it transit-accessible for day-visits to about 8% of the population of the United States, a far greater number than any other potential site. The library would be fully inclusive to the disabled community without access to private autos. The 53 million annual visitors to the New York City region, most of whom do not arrive by car, will find no reason to rent one to visit the Obama Library, thanks to the comprehensive public transit resource serving the Manhattanville site with a frequency and convenience unavailable elsewhere. The uniqueness of the Manhattanville site, with parks and serene Hudson River vistas meeting the epitome of urban America amidst other nearby cultural gems, will be widely available to all who want to visit, thanks to plentiful public transit. These factors all contribute to making Manhattanville Campus an ideal place to locate the Obama Library for maximum visitation, and cultural connection with, and economic stimulus to, the surrounding community.

Firm Bio

Founded in 1995, Sam Schwartz Engineering (SSE) has grown from an engineering firm with a small, New York City-centered transit practice into a consultancy serving every major transportation agency, the private development community, and many of the largest projects that continue to reshape New York City.

SSE has geographically expanded its transit practice, as well, with complex, game-changing assignments in Chicago, Los Angeles, northern New Jersey, Maryland, and outside the U.S. Our transit practice is integrated fully internally with SSE's traffic, civil engineering, planning, construction, and environmental groups. Strategic alliances with major architecture, economic, and environmental law firms allow SSE to connect public and private sector clients with focused, creative, efficient, and implementable transit solutions that help assure project success.

SSE is a transit and traffic engineering, transportation planning and environmental services firm that specializes in:

- Operations planning
- Route, network and corridor design
- Traffic engineering
- Pedestrian and bicycle planning & engineering
- Transportation demand management
- Agency coordination and public involvement plans
- NEPA studies and environmental impact assessment
- Construction logistics support

The firm's services span the entire range of activities critical to the project development process, including:

- Conceptual planning
- Engineering, design and cost-benefit analysis
- Grant writing and funding identification
- Agency approvals and public outreach
- Environmental review
- Work Zone Traffic Control Plans and logistics support

APPENDIX 8

LETTERS OF SUPPORT



STATE OF NEW YORK
EXECUTIVE CHAMBER
ALBANY 12224

ANDREW M. CUOMO
GOVERNOR

June 9, 2014

Martin Nesbitt
The Barack Obama Foundation
300 East Randolph Street, Suite 4030
Chicago, IL 60601

Dear Mr. Nesbitt and Members of the Board:

I am writing to voice my strong support for Columbia University's candidacy as host institution for the Barack Obama Presidential Library. I urge you to give careful consideration to the qualities that make not only Columbia University, but New York State an ideal environment to promote the President's legacy and mission for future generations.

New York has a unique relationship to the institution of the Presidency. New York State has been the primary affiliation for six US Presidents -- Martin Van Buren, Millard Fillmore, Chester A. Arthur, Grover Cleveland, Theodore Roosevelt and Franklin Roosevelt. Others have made their home in New York before or after their Presidency, including President Clinton today and President Obama during his time at Columbia University. All have had a major impact on our nation's development -- and the world's history -- inextricable from their New York experience.

New York opens the world to the President's legacy. Hosted by the State that welcomes more international visitors than any other state in the nation, the Barack Obama Presidential Library would achieve global resonance.

Today, researchers and students, political leaders and everyday citizens find in New York the ongoing work of great legacies in American history: from Federal Hall where George Washington took the oath of office as our nation's first President; to the birthplace of modern women's rights at Seneca Falls Women's Rights National Park; to the national heart of immigration at Ellis Island; to the key waypoints of the Harriet Tubman home and the Underground Railroad in the fight to abolish slavery -- New York provides an opportunity for the Barack Obama Presidential Library to connect our past to our future in a way no other host state could match.

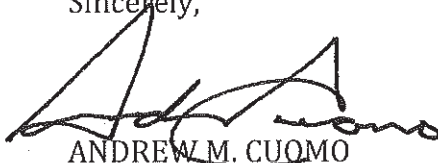
Columbia University and the surrounding West Harlem community also collectively offer an ideal locale for advancing the principles of the Obama Presidency, and by the mission and

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inspiration behind the Obama Presidential Library as described by the Foundation. The type of host community to which the Library aspires describes a place that fosters intellectual discourse, nurtures thinkers and artists, and creates a space for investigation and experimentation. These are the very qualities that define Harlem and Columbia University.

New York State, New York City, and in particular Columbia University are uniquely qualified to inform and promote the values of the Obama Presidency. I urge your full consideration of these qualifications.

Sincerely,



ANDREW M. CUOMO



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, N. Y. 10007

June 6, 2014

Mr. Martin Nesbitt, Ms. Julianna Smoot and Mr. J. Kevin Poorman
The Barack Obama Foundation
Suite 4030
300 East Randolph Street
Chicago, Illinois 60601

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation:

I write today in support of Columbia University's proposal to host the Barack Obama Presidential Library at its new campus in West Harlem. Columbia's scholarly distinction and leadership on global issues are a testament to the cultural and intellectual richness that draws so many visitors, students, thought leaders and entrepreneurs to New York; and that cultural and intellectual wealth makes us an outstanding option for the President's future library. Moreover, as the President's alma mater, Columbia is a very natural choice.

One of the guiding principles of my administration continues to be inclusion. New York is an inclusive city. A home in one of New York's most vibrant, diverse and accessible neighborhoods would make the presidential library a welcoming venue for Americans and people from all over the world.

In the development of its Manhattanville campus, Columbia has been deeply committed to community engagement. It has created innovative programs that increase access to high-quality education for young people from across the five boroughs and beyond. "Columbia University *in the City of New York*" isn't just a name. It is a name that reflects the deep and mutually supportive relationship between the University and New York City, whose unmatched talent, resources, energy and infrastructure would all contribute to establishing the library as a premier and iconic institution.

For centuries, Columbia has helped to cultivate many of our country's best and brightest. Its graduates include presidents, governors, congressmen, and mayors, along with leaders in the fields of international relations, law, medicine, and business. Today, its campus and the surrounding Harlem community offer a perfect context for promoting and shaping vital discourse within the greatest city in the world. I look forward to working closely with the Barack Obama Foundation, Columbia University, and the Harlem community to bring President Obama's library and legacy to New York City.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bill de Blasio".

Bill de Blasio
Mayor

Martin Nesbitt
The Barack Obama Foundation
300 East Randolph Street, Suite 4030
Chicago, IL 60601

May 28, 2014

Dear Mr. Nesbitt and Members of the Board:

I am writing to offer my strongest possible support to Columbia University's candidacy for hosting the Obama Presidential Library (OPL). I urge you to consider the unique qualities that not only Columbia University, but the larger Harlem community and New York City can offer as a host to the OPL.

In my view, the mission of any presidential library should be informed by the community which surrounds it. The Columbia Manhattanville campus and the surrounding West Harlem community offers a seamless context for promoting and shaping the very principles espoused by OPL's mission beyond the physical confines of the library to where such a mission is best served: in the everyday cultural and community interactions of a vibrant community. Appropriate community principles as described in your Foundation materials, such as ones that foster intellectual discourse; nurture "thinkers, artists, activists and change agents"; and create a space for "investigation and experimentation", can all be described as among the core foundations on which Harlem was built. Likewise they can be described as among the core foundations that define Columbia University.

In return, I am confident that New York City is well positioned to build on the educational, tourist and economic benefits such a project can offer. I am hopeful that bringing the OPL to Columbia and West Harlem will capitalize on the extraordinary development and growth that is already transforming our community.

By leveraging the existing assets that the surrounding Harlem community can offer—in particular a dynamic history of intense social and cultural engagement—I believe Columbia University's candidacy as a host institution is uniquely qualified to inform and promote the values of the Obama Presidency. It is my sincere wish that you give serious consideration of these qualifications as you make your final decision.

Sincerely,



Charles E. Schumer
United States Senate

KIRSTEN GILLIBRAND
NEW YORK
SENATOR

RUSSELL SENATE OFFICE BUILDING
SUITE 478
WASHINGTON, DC 20510-3205
202-224-4451

United States Senate

WASHINGTON, DC 20510-3205

COMMITTEES:
ARMED SERVICES
ENVIRONMENT AND PUBLIC WORKS
AGRICULTURE
SPECIAL COMMITTEE ON AGING

June 4, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, D.C. 20005

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation,

On behalf of the people of the State of New York, I write today to voice my support for Columbia University's proposal to host the Barack Obama Presidential Library at its campus in West Harlem. New York is already home to a rich array of cultural and educational institutions that together contribute vitally to our region's economy and help make New York a global destination for visitors, students, scholars, thought leaders and entrepreneurs.

The Barack Obama Presidential Library in New York City would add a vital new element to an already-rich cultural epicenter at one of the world's great research universities and would have a transformative impact on the communities of upper Manhattan. The Obama Presidential Library in Harlem would build jointly upon the rich legacies of America's most historic and iconic African-American community and that of one of the world's renowned institutions of higher education, its campus rich with talented students and scholars.

The President, First Lady and the Foundation would be well-served by our State and our City. The talent, resources, energy and infrastructure (physically and culturally) in New York City have no equal. For a nascent institution that aims for a global impact while seeking to put down deep roots locally, I know of no place better suited. The fact that President Obama graduated from Columbia University is yet another reason why Columbia would be a natural and appropriate location for this important institution.

I ask that you give serious consideration of these qualifications as you make your final decision. I look forward to working closely with the Foundation, with Columbia, and with community partners in New York to make this vision a reality.

Sincerely,



Kirsten Gillibrand
United States Senator

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ALBANY, NY 12207
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155 PINELAWN ROAD
SUITE 250 NORTH
MELVILLE, NY 11747
TEL (631) 249-2825
FAX (631) 249-2847

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PO Box 273
LOWVILLE, NY 13367
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FAX (315) 376-6118

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KENNETH B. KEATING
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100 STATE STREET
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ROCHESTER, NY 14614
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FAX (315) 448-0476

NEW YORK CITY OFFICE
750 THIRD AVENUE
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NEW YORK, NY 10017
TEL (212) 688-6262

HUDSON VALLEY OFFICE
PO Box 893
MAHOPAC, NY 10541
TEL (845) 875-4585
FAX (845) 875-9099



Congress of the United States House of Representatives

June 3, 2014

The Barack Obama Foundation
300 East Randolph Street
Suite 4030
Chicago, Illinois 60601

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation,

I am writing to provide my strongest endorsement in support of Columbia University's proposal to host the Obama Presidential Library at its new campus in West Harlem. Harlem is already the proud home to world-renowned educational and cultural institutions. Columbia's community partnerships have been a huge benefit to Harlem's students, scholars, and entrepreneurs, as well as to the university itself. The Obama Presidential Library's programs and vision will only enhance what Columbia and the Harlem community have to offer.

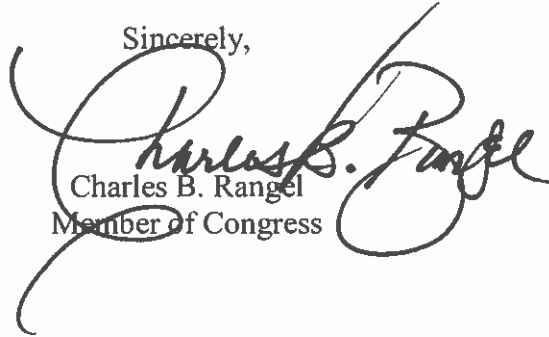
The Barack Obama Foundation is looking for a global institution to house the Obama Presidential Library where it can actively engage the local community; specifically, the Library should "serve as a gateway to other cultural, civic, and academic resources" and "collaborate with like-minded institutions around the world." There is no better starting point to explore African-American culture than the iconic and historic Harlem community. Columbia's academic reputation speaks for itself: scholars and academics come from around the world to study and teach there. Harlem's vibrancy and diversity and Columbia University's long tradition of academic excellence make upper Manhattan the most suitable place to house President Obama's Presidential Library.

During its expansion to the Manhattanville campus, I saw firsthand Columbia's commitment to community engagement every step of the way. Lasting programs were established that created jobs, expanded local educational opportunities, and bolstered community-based partnerships. Columbia has proven to me and the Harlem community as a whole that it works to build relationships that satisfy the needs of both the community and the university.

New York City is an unparalleled center of culture and intellect, and the two qualities come together in Harlem. Columbia offers the perfect academic and intellectual foundation for the Obama Presidential Library, while Harlem provides a local, culturally-rich neighborhood to build upon. Columbia University has my strongest support for its proposal to host the Obama Presidential Library.

I look forward to working further with the Foundation, Columbia University, and the Harlem community to bring President Obama's library and legacy to New York City.

Sincerely,

A handwritten signature in black ink, reading "Charles B. Rangel". The signature is fluid and cursive, with a large initial "C" and "R".

Charles B. Rangel
Member of Congress

CBR/ddb

JUDICIARY COMMITTEE

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RANKING MEMBER

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AND THE INTERNET

CONSTITUTION AND CIVIL JUSTICE

**TRANSPORTATION AND
INFRASTRUCTURE COMMITTEE**

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RAILROADS, PIPELINES AND HAZARDOUS MATERIALS

ASSISTANT WHIP



Congress of the United States
House of Representatives
Washington, DC 20515

JERROLD NADLER
10TH DISTRICT, NEW YORK

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WASHINGTON, DC 20515
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- DISTRICT OFFICE:
201 VARICK STREET
SUITE 669
NEW YORK, NY 10014
(212) 367-7350
- DISTRICT OFFICE:
6605 FT. HAMILTON PARKWAY
BROOKLYN, NY 11219
(718) 373-3198

Web: www.nadler.house.gov

June 5, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation:

I write today to voice my strong support for Columbia University's proposal to host the Barack Obama Presidential Library at its new campus in Manhattanville. Like President Obama, I too am alumnus of Columbia College and cannot think of a better location than New York City, the financial and cultural capital of the world to begin the post Presidential career of President Barack Obama and First Lady Michelle Obama.

As the Member of Congress representing Columbia's Morningside Heights campus and the West Side of Manhattan, I know that New York City is already home to a rich array of cultural and educational institutions which together contribute vitally to our region's economy and help make New York a global destination for visitors, students, scholars, thought leaders and entrepreneurs. The addition of Barack Obama Presidential Library to Columbia and New York City would add an iconic and powerful institution to an already-rich cultural landscape and, together with the new home for one of the world's great research universities in Manhattanville, would have a transformative impact on New York City and the communities of upper Manhattan.

The President, First Lady and Foundation would be well-served by establishing his Presidential Library in New York City. The talent, resources, energy and infrastructure (physically and culturally) in New York City have no equal anywhere else in the world. I know of no City in the United States better suited for the President's Library than New York City. It is my pleasure to support Columbia's proposal and I look forward to working with the Foundation and Columbia University to make this vision a reality.

Sincerely,

A handwritten signature in black ink that reads "Jerrold Nadler".

JERROLD NADLER
Member of Congress

BILL PERKINS
SENATOR, 30TH DISTRICT
RANKING MINORITY MEMBER
CORPORATIONS, AUTHORITIES &
COMMISSIONS
NYC EDUCATION SUBCOMMITTEE
COMMITTEES:
CIVIL SERVICE & PENSIONS
CODES
ENVIRONMENTAL CONSERVATION
FINANCE
JUDICIARY
LABOR
RULES
TRANSPORTATION

NEW YORK
STATE
SENATE
ALBANY, NEW YORK 12247



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STATE OFFICE BUILDING
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212-222-7315
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E-MAIL
PERKINS@NYSENATE.GOV
WEBSITE
PERKINS.NYSENATE.GOV

May 28, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation,

As the New York State Senator of the 30th Senatorial District representing the neighborhoods of Harlem, Morningside Heights, East Harlem and the Upper West Side, I write today to voice my strong support for Columbia University's proposal to host the Barack Obama Presidential Library at its campus in West Harlem. My district is already home to a rich array of cultural and educational institutions which together contribute vitally to our region's economy and help make New York a global destination for visitors, students, scholars, thought leaders and entrepreneurs.

Having the Barack Obama Presidential Library in our midst would add an iconic and powerful institution to an already-rich cultural landscape and, together with the new home for one the world's great research universities, would have a transformative impact on the communities of upper Manhattan. The Obama Presidential Library in Harlem would build jointly upon the rich legacies of America's most historic and iconic African-American community and that of one of the world's renowned institutions of higher education, its campus rich with talented students and scholars.

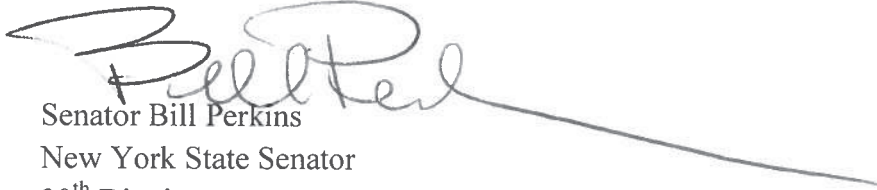
In recent years, I have worked on behalf of my constituents to ensure that Columbia's growing presence in Harlem brings with it all the economic, educational, and cultural benefits such growth might promise. The Barack Obama Presidential Library would fit seamlessly and naturally onto this existing framework, enabling its work both locally and globally to develop and mature rapidly.

The President, First Lady and Foundation would be well-served by our State, our City and by my district in particular. The talent, resources, energy and infrastructure (physically and culturally) in New York City have no equal anywhere else in the world. For a nascent institution which aims globally while seeking to put down deep roots locally, I know of no place better suited. As an



elected official representing Columbia University and also the first in line to endorse our nation's first African American President, it is my pleasure to support Columbia's proposal and I look forward to working closely with the Foundation, with Columbia, and with community partners in Upper Manhattan to make this vision a reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Perkins". The signature is written in a cursive style with a long horizontal line extending to the right.

Senator Bill Perkins
New York State Senator
30th District



KEITH L.T. WRIGHT
Assemblyman 70th District
New York County

THE ASSEMBLY
STATE OF NEW YORK
ALBANY

CHAIRMAN
Committee on Housing

MEMBER
Black, Puerto Rican, Hispanic, and
Asian Legislative Caucus
MTA Capital Program Review Board
Task Force on Criminal Justice Reform
Puerto Rican/Hispanic Task Force
High Speed Rail Task Force

COMMITTEES
Ways and Means
Codes
Correction

June 3, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Dear Mr. Nesbitt and Members of the Foundation:

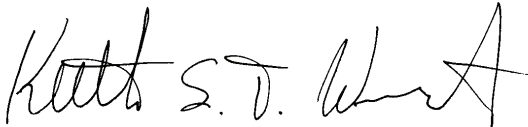
I support Columbia University's proposal to house the Barack Obama Presidential Library. With its recent expansion into upper Manhattan, Columbia has proven itself to me and [my constituents/the Harlem community] that it has the capability and infrastructure to work with the surrounding community to promote shared interests while maintaining the global scope of the university's mission. While New York City is a global hub with a broad swath of cultural offerings unto itself; within the city, Columbia University and Harlem bring together a rich tradition of international academic excellence with a culture deeply rooted in African-American history. The legacy of the United States' 44th President could not be established anywhere better than upper Manhattan.

Were the Obama Presidential Library to come to Harlem, the impact on local culture and one of the world's top research universities would be substantial. The Library's mission would enhance the strong legacy of African-American culture of Harlem; it would be a beacon of hope and change, providing opportunities for residents to become engaged with a presidential legacy, an honor only a handful of New Yorkers have had the chance to experience. These opportunities are enhanced by Columbia's dedication to community engagement. They have proven their willingness and enthusiasm to work with the community through their expansion to Manhattanville. The university worked with residents, community leaders, elected officials, and local businesses to ensure everybody's needs were met—new jobs were created, new opportunities for education were offered, and new community-based partnerships were forged. The outcome of Columbia's Manhattanville expansion is more than state-of-the-art space for research: it

is a harbinger of even more constructive partnerships between the university and the community for years to come.

Drawing on the strong cultural and academic foundation already embedded in upper Manhattan, the Obama Presidential Library would bolster all Harlem and Columbia University have to offer. It would be an honor to host the Obama Presidential Library in Harlem. Therefore, I strongly endorse Columbia University's proposal to bring the library to New York City.

Respectfully yours,

A handwritten signature in black ink, appearing to read "Keith L.T. Wright". The signature is fluid and cursive, with a large, stylized initial "K" and a prominent "A" at the end.

Keith L.T. Wright
Member of Assembly, 70th A.D.



THE ASSEMBLY
STATE OF NEW YORK
ALBANY

HERMAN D. FARRELL, JR.
Assemblyman 71st District

Room 923
Legislative Office Building
Albany, NY 12248
(518) 455-5491
(518) 455-5776 FAX

CHAIRMAN
Ways and Means Committee

COMMITTEES
Rules
Black & Puerto Rican Caucus

June 4, 2014

The Barack Obama Foundation
300 East Randolph Street, Suite 4030
Chicago, IL 60601

Dear Mr. Nesbitt and Members of the Board,

I am writing to offer my strong support to Columbia University's candidacy to host the Obama Presidential Library. As the elected representative of New York's 71st Assembly District, which includes the Columbia University campus, I urge you to carefully consider the unique qualities that not only Columbia University, but also the surrounding Northern Manhattan community, can offer as a host site to the Obama Presidential Library.

As you know, President Obama spent some of his formative years living and studying in our community, and having read his autobiography I have always believed that his time here had a profound impact on the course of his life.

Further, it would be highly appropriate for the building which contains the letters and legacy of this President to be located within what is arguably the most vibrant, dynamic and diverse metropolis in the United States. I also believe that the President and First Lady, as well as the Foundation, would be well-served by the talent, resources and energy of the New York City community and Columbia University's staff and student body in particular.

The choice is clear.

I wholeheartedly support Columbia University's candidacy to host the Barack Obama Presidential Library, and I look forward to working with Columbia, the Foundation, community partners and all other interested parties to bring this project to fruition.

Yours truly,

Herman D. Farrell, Jr.
Member of Assembly



OFFICE OF THE PRESIDENT
BOROUGH OF MANHATTAN
THE CITY OF NEW YORK

1 Centre Street, 19th floor, New York, NY 10007
(212) 669-8300 p (212) 669-4306 f
163 West 125th Street, 5th floor, New York, NY 10027
(212) 531-1609 p (212) 531-4615 f
www.manhattanbp.nyc.gov

Gale A. Brewer, Borough President

June 9, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation,

I am writing today to express my strong support of Columbia University's proposal to host the Obama Presidential Library. As President of the Borough of Manhattan, I urge you to strongly consider the unique qualities that Columbia University and the City of New York can offer as a host to the Library.

Bringing the Obama Presidential Library to New York City would vitally contribute to the mission of one of the world's great research universities, and would have a transformative impact on the surrounding West Harlem community. Together, Columbia University and the surrounding West Harlem community offer an ideal environment for advancing many of the principles outlined in your foundation materials, which describe a place that fosters intellectual discourse, nurtures thinkers and artists, and creates a space for "investigation and experimentation." I can think of no place that meets these standards as successfully as Columbia University and the City of New York. Furthermore, by leveraging the existing assets that the surrounding West Harlem community can offer—in particular a dynamic history of intense social and cultural engagement—I believe Columbia University's candidacy as a host institution is uniquely qualified to inform and promote the values of the Obama Presidency.

The intellectual and cultural richness of New York City is unparalleled as a global destination, and this unique combination of qualities finds its perfect expression in Harlem. Columbia University, in particular, offers a strong academic and intellectual foundation for the anticipated mission of the Obama Presidential Library. For these reasons, I am very pleased to add my voice of support to Columbia University's proposal to host the Obama Presidential Library. I look forward to working with the Foundation, Columbia University, and the Harlem community towards the goal of bringing the Obama Presidential Library to New York City.

Sincerely,

Manhattan Borough President

DISTRICT OFFICE
500 WEST 141ST STREET
NEW YORK, NY 10081
(212) 928-6814
FAX: (646) 582-1408

CITY HALL OFFICE
250 BROADWAY, RM. 1816
NEW YORK, NY 10007
(212) 788-7007
FAX: (646) 582-1408

district7@council.nyc.gov



THE COUNCIL OF
THE CITY OF NEW YORK

MARK D. LEVINE

COUNCIL MEMBER, 7TH DISTRICT, MANHATTAN

CHAIR
PARKS AND RECREATION

COMMITTEES

EDUCATION

FINANCE

GOVERNMENTAL OPERATIONS

HOUSING AND BUILDINGS

RULES, PRIVILEGES AND ELECTIONS

May 28, 2014
The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation,

On behalf of the people of West Harlem, whom I represent as Council Member of the 7th District of New York City, I write today to voice my strong support for Columbia University's proposal to host the Barack Obama Presidential Library. Harlem has become the home to many cultural and educational institutions, contributing vitally to our economy and making our neighborhood a global destination for visitors, leaders, scholars, and entrepreneurs. Honoring Columbia University and Harlem by bringing the Obama Presidential Library to Harlem will allow the Foundation to build both upon the rich legacies of America's most historic and iconic African-American community and on that of one of the world's most respected and renowned higher education institutions.

If The Barack Obama Foundation is looking for a destination to house the Obama Presidential Library where it can "serve as a gateway to other cultural, civic, and academic resources", it will find no finer destination than Harlem. Our dance, theater, and arts organizations are internationally renowned; our churches and streets living monuments to Harlem's history as part of the Civil Rights' Movement. We are marked by our diversity and vibrancy and I believe that this, in addition to Columbia University's reputation among the world's best scholars and academics, makes Upper Manhattan the ideal location for President Obama's Presidential Library.

The talent, resources, energy and infrastructure (physically and culturally) in New York City have no equal anywhere else in the world. For a nascent institution which aims globally while seeking to put down deep roots locally, I know of no place better suited. It is my pleasure to support Columbia's proposal and I look forward to working closely with the Foundation, with Columbia, and with community partners in Upper Manhattan to bring President Obama's library and legacy to New York City.

Sincerely,
Mark Levine

A handwritten signature in cursive script that reads "Mark Levine".

Council Member, 7th District

COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS

DAVID N. DINKINS

June 4, 2014

The Barack Obama Foundation
300 East Randolph Street, Suite 4030
Chicago, IL 60601

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation:

It is with great pleasure that I write to express strong support for Columbia University's proposal to host The Barack Obama Presidential Library within its Manhattanville campus in West Harlem. I have devoted my life to serving the City of New York and the people of Harlem. I have also had the great honor of holding a teaching position at Columbia University for over two decades and serving as a steady advocate for Manhattanville campus' continued development. I am heartened by the mutually beneficial relationship that is strengthening between this prominent institution, historically unparalleled community, and preeminent city as this development moves forward. The addition of the Barack Obama Presidential Library to the village of Harlem and Columbia University's portfolio and would add immeasurable distinction and prestige to the intellectual and cultural richness already in existence here.

During my tenure at Columbia's School of International & Public Affairs, I have taught generations of students from all over the world who have come to this great city to receive a world class education. With a deep commitment to its local community, Columbia University is truly a global institution, ever advancing intellectual and community discourse. Myriad community partnerships and programs amplify the unique features of Columbia University's long tradition of academic excellence and Harlem's iconic history. The Barack Obama Presidential Library would only serve to further optimize these meaningful bonds.

Simply stated, I can think of no better place to honor Barack Obama's historic Presidency with the establishment of The Barack Obama Presidential Library than his alma mater - Columbia University's campus in West Harlem. I stand in complete support of Columbia University's proposal to serve as host for The Barack Obama Presidential Library.

Sincerely,



David N. Dinkins
106th Mayor of New York City
Professor in the Practice of Public Policy
School of International & Public Affairs
Columbia University in the City of New York



Upper Manhattan Empowerment Zone
Development Corporation

55 West 125th Street, 11th Floor

New York, New York 10027

Tel: (212) 410-0030 Fax: (212) 410-9616 or 9083

www.umez.org

June 5, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation,

We are pleased to submit this letter of support for Columbia University's proposal for the Barack Obama Presidential Library.

As President and CEO of the, Upper Manhattan Empowerment Zone (UMEZ) we are major stakeholders in the Harlem Community with a long history of investment and a deep commitment to Harlem's legacy. We would welcome and treasure the addition of the Obama Presidential Library to our community.

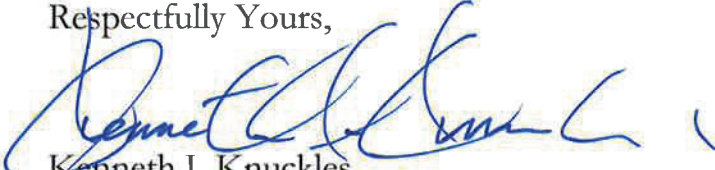
We believe that the benefits would be mutual. The elements that make Columbia a strong and favorable option are as follows:

- Columbia University in the City of New York is an integral part of the Harlem community.
- A strong network of services and community partnerships exists between Columbia University and the Harlem community which bring together Columbia students, faculty and administrators with the broader community.
- The University's Manhattanville campus expansion is a major Economic Development initiative.
- Manhattanville will ensure that Columbia continues to attract the best minds to New York and Harlem in the pursuit of innovative teaching, research, patient care and public service.

- The planning process associated with Manhattanville required extensive outreach, community building and laid the foundation for innovative community partnerships.
- The addition of the Obama Library to Manhattanville will enrich the dialogue and the fabric of the Harlem Community and the exchange of ideas within the City of New York.
- Harlem is an international community with much to offer in terms of access to an array of community stakeholders and business leaders along with resources that are abundant in arts, culture and history.

Columbia University and the Harlem community would be honored to serve as the home of the Obama Presidential Library. Therefore, we strongly endorse Columbia University's proposal to bring the library to New York City.

Respectfully Yours,

A handwritten signature in blue ink, appearing to read "Kenneth J. Knuckles", written over a light blue circular stamp.

Kenneth J. Knuckles
President and CEO



West Harlem Development Corporation

Solutions through collaborations™

Board of Directors
Donald Notice - Chair
Maria Teresa Arce
Kathryn Briger
Cecil Corbin-Mark
Geoffrey Eaton
Anthony Fletcher
Jeanine Johnson
Theodore Kovaleff, PhD
Jason Markham
Zead Ramadan
Yvonne Stennett
Hon. Milton Tingling

June 4, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Ladies and Gentlemen:

Ref: Community Letter of Support for Columbia University's Proposal

West Harlem Development Corporation (WHDC) hereby expresses our delight to support the proposal by Columbia University to host the planned Barack Obama Presidential Library on its campus in Manhattanville in Harlem, New York City. The histories of Columbia and Harlem are intertwined and the success of one lifts that of the other. We strongly believe that in conjunction with the expansion of Columbia University's campus, the siting of the Barack Obama Presidential Library in Manhattanville would augur well for the fortunes of the youth, residents, workers, and visitors to the community.

WHDC is integrally related to Columbia's on-going educational mixed-use development as we administer its related community benefits agreement. Consequently, we would be enthused to welcome the economic benefits that would accrue to our community in Harlem from the location of the Barack Obama Presidential Library in our neighborhood. The library would accelerate the achievement of the educational and economic transformation visions that we share with Columbia University.

On behalf of the members of the Board of Directors of WHDC, I unreservedly look forward to the news that Columbia University's proposal has been approved by the Foundation. On that occasion, Harlem's nearly 400,000 residents would joyfully add the Barack Obama Presidential Library to its proud legacy that is unique in the world.

Respectfully Submitted,

Kofi A. Boateng, CPA, PhD, Executive Director



**The Greater Harlem
Chamber of Commerce**
200A West 136th Street
New York, NY 10030
Telephone: (212) 862-7200
Fax: (212) 862-8745
E-mail: membership@harlemdiscover.com
www.HarlemDiscover.com
Established in 1896

June 5, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation,

The full Board of The Greater Harlem Chamber of Commerce has authorized me to submit this letter of strong support for Columbia University's proposal for housing the Barack Obama Presidential Library.

The Greater Harlem Chamber of Commerce, this year is proudly celebrating our 118th Anniversary. As a result, we are a major stakeholder in the Greater Harlem community with a long history of involvement and a deep commitment to Harlem's legacy. With that in mind, we welcome and invite the addition of the Obama Presidential Library to our community, our city and our Tri-state region.

Elements that make Columbia, in our view, the strongest and most favorable option are as follows:

- Columbia University, in the City of New York is an iconic and integral part of the greater Harlem area.
- As you are aware, President Obama is a graduate of Columbia University, and as a student, President Obama lived in the greater Harlem area.
- An extraordinarily strong network of services and community partnerships exist with Columbia University and brings Columbia students, faculty and administrators together with the broader community.
- The much anticipated Manhattanville project will ensure that Columbia University will continue to attract some of the best minds in the world to New York and the greater Harlem area, as neighbors in the pursuit of innovative teaching, research, patient care and public service.
- The planning process associated with the Manhattanville project requires extensive outreach, community building, and has laid the foundation for innovative community partnerships for decades to come.
- We are pleased that it is well known that Harlem is a nationally renowned international community with much to offer in terms of access to an array of community stakeholders and business leaders along with resources that are abundant in arts, culture, tourism, education, religion and history.

Columbia University and the greater Harlem community would be honored to serve as the home of the Obama Presidential Library. Therefore, we strongly endorse Columbia University's proposal to bring the Presidential library to New York City.

Respectfully Yours,

A handwritten signature in black ink, appearing to read 'Lloyd A. Williams', with a long horizontal flourish extending to the right.

Lloyd A. Williams
President & CEO

cc: Hon. Charles Schumer, U.S. Senator
Hon. Kristen Gillibrand, U.S. Senator
Hon. Charles B. Rangel, Member of U.S. House of Representatives
Voza Rivers, 1st Vice President, GHCC
Patricia Ricketts, Vice President, GHCC

HARLEM *artsalliance*
...fueling Harlem's cultural engine



June 6, 2014

The Barack Obama Foundation
13th Street NW, Suite 600
Washington, DC 20005

Dear Mr. Nesbitt, Ms. Smoot, Mr. Poorman, and Members of the Foundation,

Harlem Arts Alliance is very pleased to submit this letter of support for Columbia University's proposal for the Barack Obama Presidential Library.

Harlem Arts Alliance, with over 800 members in the fields of arts, culture, education, entertainment and sports, is a major stakeholder in the Harlem community with a long history of involvement in, and deep commitment to Harlem's famous legacy. We would welcome and treasure the addition of the Obama Presidential Library in our community.

Columbia University, in our view, is the perfect permanent host location for the proposed library. For more than 200 years, Columbia University has been a fundamental part of the greater Harlem Community. As an alumnus of Columbia University, President Obama himself was a part of this community for a time.

The Manhattanville expansion has allowed Columbia University and the Harlem community to develop a strong network of services and community partnerships. This expansion is hailed as one of the largest Economic Development Initiatives in all of New York, let alone Upper Manhattan. Especially important to us at the Harlem Arts Alliance, the Obama Library in Manhattanville would enrich the dialogue and the fabric of the Harlem community, and provide an ongoing exchange of ideas within New York City and beyond.

Harlem's wide array of established community stakeholders and business leaders gives it vast potential for partnerships, innovation, and development.

The Harlem Arts Alliance strongly endorses Columbia University's proposal to bring the Obama Presidential Library to New York City; it would be a great honor for the greater Harlem Community and the City as a whole.

Respectfully Yours,

A handwritten signature in blue ink, appearing to read "Voza Rivers", with a long horizontal flourish extending to the right.

Voza Rivers
Chairman