
Born: December 18, 1888 in New Haven, Connecticut, United States
Died: July 29, 1981 in West Islip, Long Island, New York, United States
Occupation: City planner

Early Years. Robert Moses was born in New Haven, Connecticut, and raised in Manhattan. After earning bachelor's degrees from Yale University (1909) and Oxford University (1911), he did graduate work at Oxford and Columbia University.

Administrative Reform. Moses's first position was in the New York City Bureau of Municipal Research, where he took on the task of administrative reform. He worked there from 1913 until the United States entered World War I in 1918. In 1919 Moses worked for the National Federation of Employees, preparing a plan to regulate the salaries of government employees that was later adopted by Congress.

Parks. Moses began what was to be his life's work in 1920, when he submitted a plan for statewide improvement of parks and highways. In 1924 Moses was named chairman of the New York State Council of Parks and president of the Long Island Park Commission. He held both posts until 1963. In the 1920s and 1930s he created a system of parks across the state of New York from Buffalo to Long Island. Accessible only by car, these parks earned Moses the reputation for designing open-space areas for people with automobiles.

For Cars and Recreation. When he became New York City parks commissioner in 1934, Moses brought his ideas about parks to the city. Remaining in this position until 1960, Moses transformed the New York City parks system. In the 1930s alone, he built more than three hundred playgrounds, fifteen swimming pools, and seven golf courses. During his long career he increased the number of New York City playgrounds from 119 to 777. He also added eight thousand acres of new parkland to the park system, democratizing it by bringing parks and recreation facilities to many neighborhoods. There were limits to his vision. Black neighborhoods were underserved in his plans.

Highways. In the 1930s Moses linked the five boroughs of New York City with a network of highways, bridges, and tunnels. He directed the construction of the Henry Hudson Parkway leading from Manhattan to the Bronx, and the Belt Parkway around Brooklyn. In 1936 he became chairman of the Triborough Bridge Authority, which oversaw the construction of a bridge connecting Manhattan, Queens, and the Bronx. Between 1946 and 1953 no public improvement in New York City was made without Moses's involvement and approval. Immediately after World War II, Moses began to implement plans for the six elevated expressways that eventually crisscrossed the city. These new roads eased traffic problems for middle-class commuters from the suburbs, but at the same time they adversely affected the lives of many city dwellers, particularly the urban poor. Thousands of people were evicted from their homes as neighborhoods were demolished or cut in two by highway construction. Whether forced into sterile new housing projects or in vastly altered surroundings, people lost the sense of community and shared experience they had had in their old neighborhoods.

Controversial because of his autocratic style of management, Moses retired from the last of his important positions, chairman of the consolidated Triborough Bridge and New York City Tunnel Authority, in 1968. He had held the post since 1946 and continued even after retirement to work as a planning consultant.

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Image caption: "... The McCarren Park swimming pool [and bathhouse], located at Lorimer St. and Driggs Ave. ... will have its formal opening tomorrow night with speeches by Mayor LaGuardia and ... other dignitaries ..."
75,000 Hail Opening Of Pool in Greenpoint

Mayor Turns on Underwater Lights and Pays Tribute to McGuinness as Sheriff Sees Dream Realized at ‘Garden Spot’

Some 75,000 Greenpointers hailed the opening of the eighth of the city's 11 new swimming pools at McCarren Park, Lorimer St. between Driggs Ave. and Bayard St., last night.

The event marked the realization of a long cherished dream for the “Garden Spot of the World.” Mayor LaGuardia, who threw the switch that turned on the underwater lights to illumine the pool, recalled that Sheriff Peter J. McGuiness as a Greenpoint Alderman 16 years ago had introduced “a resolution asking for a pool on this spot.” The Mayor was president of the Board of Alderman at the time.

‘Solves Recreation Problem’
Park Commissioner Moses declared the problem of recreation for the city couldn't be solved in any other way than through neighborhood development—in parks and playgrounds.

Of the 11 new city pools the McCarren Park and the Astoria pools are the largest.

The McCarren Park pool, built at a cost of approximately $1,250,000, measures 330 by 165 feet. At one end is a semicircular diving pool; at the other end, a semicircular wading pool. The bath house has a capacity of 6,800 persons. The pool is open daily from 10 a.m. to 10:30 p.m.
DISCUSSION QUESTIONS:

1. Examine DOCUMENT 1A. This depicts the McCarren Park swimming pool. What kind of document is this?

2. DOCUMENT 1B is a newspaper article about the opening of McCarren Park swimming pool. According to the article, how many new swimming pools were planned for New York City?

3. According to DOCUMENT 1B, at the opening of the swimming pool, what did Mayor LaGuardia turn on with a switch?

4. Robert Moses is mentioned in DOCUMENT 1B (he is referred to as Park Commissioner). According to the article, what did he say was the solution for the city’s “problem of recreation”?

5. Which of these swimming pools are the largest, according to DOCUMENT 1B?

Caption: "... the Marine Parkway Bridge [which opened July 3, 1937], is the world's longest highway lift span. This man-made gateway to Jamaica Bay provides direct automotive transit from the foot of Flatbush Ave. across Rockaway Inlet to Riis Park and the Rockaways."
Two important civic purposes are served by the opening today of the new $6,000,000 Marine Parkway Bridge over Rockaway Inlet, connecting Brooklyn with the rebuilt Jacob Riis Park in Queens. It opens the way for many thousands of city dwellers to a new and spacious bathing beach, and it provides an important link in the Brooklyn circumferential boulevard system, which will eventually skirt the western shore of the borough, extending from the proposed new Battery tunnel on the north to the Long Island parkways.

Its inauguration by Mayor LaGuardia and the chief officials of the city, accompanied by land parades from both Brooklyn and Queens, as well as demonstrations from the water and the air, is most timely in view of the great need for additional recreational facilities this Summer. It not only furnishes another close connection between the two sister boroughs, as did the recent opening of the crosstown section of the Independent Subway, but it offers a direct lane of travel for motor vehicles that no longer have to resort to ferries, or go far out of their way through Queens and over the Cross Bay Boulevard to get to the beach. It also provides direct access between Riis Park and Marine Park, which will ultimately be the largest recreation area in Brooklyn.
DISCUSSION QUESTIONS:

1. **DOCUMENT 2A** shows the Marine Parkway Bridge. According to the caption, what world record does it hold?

2. **DOCUMENT 2B** describes the opening of Marine Parkway Bridge. According to this article, how much did it cost to build the bridge?

3. According to **DOCUMENT 2B**, what beach did the Marine Parkway Bridge provide access to?

TRIBOROUGH BRIDGE AUTHORITY
111 EIGHTH AVENUE
NEW YORK, N. Y.

MEMBERS:
ROBERT MOSES
CHAIRMAN
GEORGE V. MCLAUGHLIN
VICE-CHAIRMAN
RODERICK STEPHENS
VICE-CHAIRMAN

HON. FIORELLO H. LAGUARDIA,
MAYOR OF THE CITY OF NEW YORK,
CITY HALL, NEW YORK.

January 23, 1939

Dear Mayor,

Since the Triborough Bridge Authority, New York City Parkway Authority and City Park Department at your request co-operated in the study of the Battery-Brooklyn Tunnel and Belt Parkway last year, and since the financing and beginning of construction of the Belt Parkway, there has been considerable pressure on us from a number of sources to find a solution of the Battery-Brooklyn crossing problem.

It is unnecessary to emphasize the vital importance of the Battery-Brooklyn link in the great chain of marginal arteries and parkways encircling Manhattan, Brooklyn, Queens and the Bronx, a chain which will eventually extend through Staten Island to connections with the Port of New York Authority bridges leading to New Jersey.

After considerable study we believe that the solution of the Battery-Brooklyn crossing lies in the construction of a bridge instead of a tunnel. These conclusions are set forth briefly in a report to us by Mr. Othmar H. Ammann, Chief Engineer of this Authority and Director of Engineering of The Port of New York Authority. Mr. Ammann’s fitness to make these recommendations is beyond question. He has been identified with the design and construction of the greatest bridge structures in this country.


<table>
<thead>
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<th>Bridge or tunnel with approaches</th>
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<th>Tunnel</th>
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DISCUSSION QUESTIONS:

1. DOCUMENT 3A is a letter from Robert Moses. Who is the letter written to? Provide the name and job title here:

2. DOCUMENT 3A refers to the “Battery-Brooklyn crossing problem”. This refers to finding a way for cars to cross from Battery Park, Manhattan, to Brooklyn. What solution does Robert Moses suggest in the third paragraph?

3. DOCUMENT 3B compares the cost of two solutions for connecting Battery Park in Manhattan with Brooklyn. What solutions are compared?

4. According to DOCUMENT 3B, which of the two solutions is more expensive?
DISCUSSION QUESTIONS:

1. **DOCUMENT 4** shows a **mock-up** of one of the two proposals for the Brooklyn-Battery crossing. Which solution is depicted in the mock-up as a connection between the two?

2. Infer one problem that could be caused by building a bridge at this location.
The Bridge That Might Have Been

The official opening of the Brooklyn-Battery Tunnel yesterday recalls a bit of interesting local history. Back in 1939 the Brooklyn Eagle was leading a campaign in support of Robert Moses' proposal for a bridge to connect this borough with Manhattan. Brooklyn was virtually united in the fight.

A beautiful structure had been planned to cross the waters at the same spot under which the tunnel has finally been bored, from Hamilton Ave. to the Battery. It would have been a thing of beauty—an added ornament to the harbor and to the city.

But Manhattan interests, including most of the newspapers, fought it vigorously. The opposition was based chiefly on esthetic grounds. It was claimed that such a span would ruin the famous skyline, spoil Battery Park and reduce downtown property values.

The bridge plan, however, won the support of the Mayor, the late Fiorello H. LaGuardia, and the City Council, and an enacting act was passed by the State Legislature and signed by the then Gov. Herbert H. Lehman. City and State officials all rejected the parochial opposition of the Manhattanites.

Then, on July 17, 1939, came the blow—the totally unexpected action of Secretary of War Woodring in rejecting the application to construct the bridge on the ground that its destruction by air attack in time of war might block access between the sea and the Brooklyn Navy Yard and numerous port facilities.

This was widely regarded as ridiculous, and was contrary to the judgment of reputable Army engineers. Bob Moses and other bridge advocates made no words about it. This had not been the basis of the fight against the bridge. Indeed, after some slight modification by widening the span on the location of the piers to the satisfaction of shipping interests, Rear Admiral Woodward, commandant of the Navy Yard, declared that the location would be completely satisfactory to him. He obviously did not share Washington's fears. But the fight continued and was not ended until President Roosevelt himself upheld Secretary Woodring.

To give a good idea of the character of Woodring's decision, it should be recalled he recommended that both the Brooklyn and Manhattan bridges should be replaced by tunnels when they reached the end of their period of safe life. Of course these bridges will never be torn down.

Even at that time high authorities stated that a bridge of the type proposed would be one of the most vulnerable to aerial attack and also that, even if it were destroyed, the channel was deep enough so that the wreckage would not interfere with the passage even of our greatest battleships.

Looking back at this incident the reasons given for blocking the bridge seem flimsier than ever. Last year the Army engineers gave official approval for Mr. Moses' plan for building a huge bridge over the Narrows. Washington experts know perfectly well that if the span were bombed the wreckage would not block the channel. And the danger of bombing is far greater today than 11 years ago.

Also in these days of the A-bomb an enemy flier could certainly smash a vehicular tunnel by a well-directed blast.

If Mr. Moses' judgment had been followed in 1939 we would have had the bridge in operation before we entered the war. It would have cost one-half as much to build, one-third as much to operate and accommodated about twice as much traffic as the tunnel.

Much as we regret this error of the past we must now realistically face the situation as it exists. We have the tunnel and it is a fine, modern facility, unexcelled in the world. Costly though it has proved—over $80,000,000, not counting the cost of land—it is the last word in vehicular tunnel construction. Its importance to Brooklyn cannot be overemphasized.
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DISCUSSION QUESTIONS:

1. In DOCUMENT 5, Paragraph 1 mentions Robert Moses’ proposal for a bridge from Battery Park to Brooklyn. According to this paragraph, did Brooklyn support this idea?

2. According to Paragraph 3 of DOCUMENT 5, why did people in Manhattan not support a bridge from Battery Park to Brooklyn?

3. According to Paragraph 5, what happened on July 17, 1939?

4. What is the reason that DOCUMENT 5 provides, in Paragraph 5, for Secretary of War Woodring’s decision?

5. According to Paragraph 9, what solution was created instead of a bridge?
DOCUMENT 6: “Aquarium May Move to Coney Island Site.”
Brooklyn Daily Eagle, 3 May 1941.

Aquarium May Move To Coney Island Site

Park Department authorities today were considering Coney Island as a site for the $2,000,000 exhibition hall in which the New York Aquarium will be installed.

The Aquarium building will be demolished next Fall during construction work in Battery Park, Manhattan, on approaches to the Brooklyn-Battery Tunnel.

Park Commissioner Robert Moses, who is a member of the New York Zoological Society, which operates the Aquarium, said yesterday that Coney Island was receiving “serious consideration.” He added, however, that no decision had been made by the society and the city.

Discussion Questions:

1. According to DOCUMENT 6, what new building was proposed for Coney Island?

1. What reason does DOCUMENT 6 provide for moving this attraction from Battery Park?

DISCUSSION QUESTIONS:

1. Both DOCUMENT 7A and DOCUMENT 7B are images of possible designs for the new aquarium. Describe the building in DOCUMENT 7A.

2. Describe the building in DOCUMENT 7B.

3. Which design do you prefer? Support your answer with evidence from the documents.

4. Neither of these were chosen as the final design. What issues might have influenced decision makers go with another design?

Land Donated by City

The building is the successor to the Aquarium at the Battery, which was closed in 1941 to make way for the Battery-Brooklyn Tunnel. It was constructed by the city and the New York Zoological Society. The city donated the land. Expansion costs will be shared by the city and the New York Zoological Society.

The ceremony was staged in an atmosphere colored with the carnival spirit. Before the speeches, more than 1,000 persons gathered for lunch under striped tents as guests of the New York Zoological Society.

Throughout the dedication the thumping tunes of a near-by carousel were heard, and occasionally piercing shrieks rent the air as a roller coaster plunged.

The association of an aquarium with Coney Island is not new, Mayor Wagner pointed out; there was one there in the latter part of the last century.

Moreover, the need for an aquarium was proved by the fact that from 1903, when the Battery institution was taken over by the Zoological Society, until it closed, 86,000,000 persons visited the exhibits.

Building Is 216 Feet Long

Construction of the new aquarium, which is 216 feet long and 120 feet wide, was delayed by World War II and the Korean War.

Commissioner Moses said he hoped the Aquarium would make Coney Island overcome its “bad name.” The Aquarium, he predicted, will give to Coney Island “just the remaining lift it needs, the fine distinction it deserves, the supreme attraction to visitors” that will transform the area into a “new Coney for healthful outdoor recreation and a year-round community, an ocean resort in the best American tradition.”

When the ribbon broke, the crowd entered the Aquarium, spreading along its two exhibit floors and wandering to the basement floor, which contains pumping apparatus for the tanks and offices for the staff that works under Christopher W. Coates, curator.

In true Coney Island tradition, the Aquarium has its own barkers: the sea mammals. Their outdoor pool, containing five sea lions, two harbor seals, two elephant seals and Olaf, the only walrus in captivity in North America, was the prime attraction. It seemed likely that they would become what Surf Avenue players call “the best show on the island.”
DISCUSSION QUESTIONS:

1. **DOCUMENT 8** describes the opening of a new Aquarium. Where is it located?

2a. This newspaper article was printed in 1957, at the opening of the Coney Island Aquarium. When did the Battery Park Aquarium close?

2b. How many years did it take to plan, build, and open the new aquarium?

3. According to this article, how many people visited the aquarium between 1903 and the year it was closed in Battery Park?

4. According to **DOCUMENT 8**, how did Robert Moses suggest that the aquarium would change Coney Island?

5. Name three animals mentioned in **DOCUMENT 8** that live at the aquarium:
   a. 
   b. 
   c. 
Caption:

Model Wins Approval of Experts: Eight-foot square full scale model of the 20-acre Fort Greene rehabilitation development area, unveiled yesterday on the ground floor of the Dime Savings Bank, Fulton St. and Dekalb Ave., by City Controller Lawrence Gerosa.

Looking on are, left to right, George C. Johnson, president of the bank; Louis H. Pink, president of the Kingsview Homes, Inc., builder of the 14 and 15-story apartment buildings being built on the site; Robert E. Blum, vice president of Abraham & Straus and president of the Brooklyn Institute of Arts and Sciences; Horace O. Westman, vice president of the National City Bank of New York, and Robert Moses, City Construction Co-ordinator and chairman of the Mayor's Committee on Slum Clearance.
A large scale model of the Fort Greene Rehabilitation development area, the first slum clearance project in New York to be undertaken by groups of private capital, was unveiled yesterday afternoon on the ground floor of the Dime Savings Bank, Fulton St. and DeKalb Ave, by City Controller Lawrence Gerosa.

Also taking part in the ceremonies were Robert Moses, City Construction Co-ordinator and Chairman of the Mayor's Committee on Slum Clearance; Louis H. Pink, president of Kingsview Homes, Inc, building a 275-unit co-operative housing project on the site; Robert E. Blum, vice president of Abraham and Straus and president of the Brooklyn Institute of Arts and Sciences; George C. Johnson, president of the Dime Savings Bank, and Horace O. Westman, vice-president of the National City Bank of New York.

Looking on at the unveiling were civic leaders, a number of future tenants of the Kingsview housing development and others interested in new borough developments.

Covers 20 Acres

The Fort Greene site covers about 20 acres and is bounded by Myrtle Ave. on the North, DeKalb Ave. on the South and to the East and West by Ashland Place and the Flatbush Avenue Extension.

"This model we are viewing today graphically shows how the four private institutions involved in the redevelopment plans will clear 20 acres of Brooklyn slums and replace them with a new Long Island University campus, a new Brooklyn Hospital building, rental housing and the Kingsview co-operatives," Mr. Moses said.

"It is one of the most exciting developments with which the Committee of Slum Clearance plans of which I am proud to be chairman, has had the opportunity to sponsor. "The legal and political delays have been considerable," Mr. Moses explained, "but now the way seems clear for making the slum area one of the most beautiful neighborhoods in Brooklyn."

Mr. Pink read a telegram from Mayor Wagner congratulating Dr. Paul D. Shafer, Fred C. Trump, Mr. Pink, and William Zeckendorf, leaders in the four groups co-operating in the slum clearance program.

The mayor added:

"This is the first time in the city's history that four private organizations -- a co-operative housing group, a hospital, private developers and a university -- have joined forces to clear a slum area. This is a real tribute to their foresightedness and to the leadership of Robert Moses that this pioneering project has come forward."

Plans show four outside corner apartments to a floor, ranging from three and a half to five rooms. Down payments vary from $2,000 to $4,500 with all-inclusive carrying charges averaging $20 a room per month.

These nominal charges are made possible, the sponsors point out, by the cooperation of the Federal Government in the purchase of the site, 25% tax exemption on improvements by the City of New York and the fact that the sponsors and the United Housing Foundation are underwriting the cost on a non-profit basis.

Excerpt 1:

Excerpt 2

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DISCUSSION QUESTIONS:

1. **DOCUMENT 9A** is a photograph from the newspaper. What are the men looking at?

2. According to the caption of **DOCUMENT 9A**, how tall are the apartment buildings that are proposed in this model?

3. **DOCUMENT 9B** provides more details about what is going on. According to Excerpt 1 of the article, what is this project called?

4. According to Excerpt 2 of **DOCUMENT 9B**, four organizations are working together to do something. What are they doing?
DISCUSSION QUESTIONS:

1. DOCUMENTS 10A and 10B are maps. List three streets that you see on BOTH maps.

2. Look at DOCUMENT 10B. What are the names of the two highways on this map?

3. Looking back at DOCUMENT 10A, what streets overlap with these highways? How have they changed?

4. In addition to the highways, list TWO things you see on DOCUMENT 10B that you do not see on DOCUMENT 10A:
   a. 
   b. 

List ONE thing you see on DOCUMENT 10A that you do not see on DOCUMENT 10B:
   a. 

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Today’s ceremony marks the opening of a unique section of the Brooklyn-Queens Expressway, a vital link in New York City’s arterial highway system.

Considered one of America’s finest examples of urban arterial construction and the most comprehensive highway improvement in the history of the Brooklyn Borough President’s Office, the project will relieve local streets of through-traffic and traffic hazards, and will aid business and industry by reducing time-consuming transportation delays and congestion.

Planned for mixed traffic—commercial vehicles as well as passenger cars—the Expressway links the Boroughs of Brooklyn and Queens by means of three-lane express roadways in each direction, with traffic interchanges at all principal intersecting streets and direct access to and from all East River bridges and tunnels.

The Expressway begins at Gowanus Parkway and Hamilton Avenue, at the Brooklyn Plaza of the Brooklyn-Battery Tunnel, and extends 11 miles to Grand Central Parkway near Triborough Bridge and LaGuardia Field.

The President of the Borough of Brooklyn has completed much of the Expressway’s southwesterly part, the Borough President of Queens has been building the northerly part and the New York State Department of Public Works, with Federal aid, is responsible for the center section. The cost of construction of the entire Expressway, about 60% completed, is estimated at $69,100,000.

The Brooklyn-Queens Expressway, today at Fulton Street, meets the world-famous Brooklyn Bridge, opened in 1883, and the northern limit of the Brooklyn Civic Center. To the east, the Expressway becomes an integral part of the Civic Center plan with park and playground areas adjacent to other civic improvements. The Civic Center, consisting of over 40 separate projects, almost half of which have been completed or are now under construction, is the largest redevelopment of an old section of any city in America.

The Borough President of Brooklyn and the City Construction Co-ordinator have produced in the Expressway and Civic Center an outstanding example of city planning at its best.
DISCUSSION QUESTIONS:

1. Read DOCUMENT 11. What road does this document talk about?

2. According to the second paragraph of DOCUMENT 11, what are TWO benefits of this road?
   a. 
   b. 

3. Which TWO boroughs of New York City would be impacted by this road?
   a. 
   b. 

4. According to DOCUMENT 11, where does this road begin?

5. What was the final estimated cost of this road?
**Summary:** View of the Riverside Apartments, a large, five-story, apartment complex located on Columbia Place and Furman Street between Joralemon Street and State Street. Four of the nine buildings were later demolished during the construction of the Brooklyn-Queens Expressway.

**DISCUSSION QUESTIONS:**

1. **DOCUMENT 12** shows some apartment buildings. Where are these located?

2. According to the summary for this photograph, why were some of these buildings destroyed?
NARROWS BRIDGE
Staten Island Crossing
Proposal Revived

THE proposal by City Construction Coordinator Robert Moses to build the long-talked of bridge between Brooklyn and Staten Island across the Narrows has special significance for motorists from Long Island who head for New Jersey beaches in the summer and for Southern vacation lands in the winter.

If the bridge proposal should be approved it probably will be some years before motorists can hope to use the short cut. Officials of the Triborough Bridge and Tunnel Authority, which would build and operate the crossing, say that in its present stage there are no estimates available as to the cost, the amount of preliminary work required, and how long actual construction of the bridge would take.

The bridge, which would be built from the Fort Hamilton area in Brooklyn to Fort Wadsworth in Richmond, would provide the missing link in a direct highway connection between Long Island and the mainland to the South and the West. It would reduce the distance between those areas by nine to thirteen miles and enable motorists to avoid many congested city sectors.

The new bridge would also prove a benefit to Manhattan drivers. Motorists returning from New Jersey shore points at the end of summer week-ends are often delayed by traffic jams on the Pulaski Skyway or the approaches to the Lincoln and Holland tunnels. These delays could be avoided by making use of the new bridge which would be reached by continuing along New Jersey highways to the Outerbridge Crossing and traversing Staten Island along the new highways now in the planning stage. Once across the Narrows Bridge motorists would continue along the Belt Parkway, go through the Brooklyn-Battery Tunnel, which is now under construction, and then take either the East Side or West Side express highways to points in mid-town Manhattan.

Travelers coming from the South and West also would benefit from the new system. They could by-pass congested metropolitan sections en route to Long Island or even to New England points.
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Travelers coming from the South and West also would benefit from the new system. They could by-pass congested metropolitan sections en route to Long Island or even to New England points.
DISCUSSION QUESTIONS:

1. According to DOCUMENT 13, what bridge did Robert Moses propose?

2. Why would Manhattan drivers specifically benefit from the Verrazano Bridge?

3. Based on the image, why do you think the area where the bridge was built is called “the narrows?”

4. According to the article, if the bridge was built, where would traffic delays be avoided?
REFLECTION QUESTIONS:

1. What, in your opinion, are two of the biggest influences that Robert Moses had on how Brooklyn looks today?

2. If you could go back in time and ask Robert Moses questions about one of his projects, which one would it be? Why would you pick that project? List two questions you would ask him.

   Project Name:

   Reason for choosing that project:

   Two questions to ask Robert Moses:

   a.

   b.
GLOSSARY:

**Administrative Reform** – change that is carried out in an organization or system for the purpose of improving its structure, operation or the quality of its workforce.

**Adversely** – negatively

**Aesthetic** – related to how something looks, especially how beautiful it is

**Altered** – changed

**Autocratic** – a ruler who has absolute power

**Consolidated** – brought together into a single whole

**Eased** – made easier

**Evicted** – when a tenant is kicked out of a property, usually with the support of the law

**Foresightedness** – the act or ability to plan for the future

**minced no words** – to “mince words” is to soften one’s words in order to be polite or kind. To “mince no words” means to not try to be polite or gentle in the way one speaks.

**Mock-up** – a model or replica, usually for instructional or informational purposes

**Motorists** – car crivers

**Parochial** – having a limited or small outlook or perspective; being narrow-minded

**Pioneering** – groundbreaking

**private capital** – investment money coming from a private individual or company, in contrast to public (city/state/federal) capital which comes from the government

**sterile** – clean or bare

**traversing** -- crossing from one place to another

**vigorously**