

Prohibition

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Prohibition

Dear Delegates,

Welcome to SSUNS 2015! It's a great pleasure to have you all participate in the Prohibition 1920 committee. We look forward to seeing you integrate into the gritty underworld of 1920's America in the shadow of alcohol prohibition.

Your chair will be Wilder Walker-Stewart, a Toronto Native with four years experience on the Model UN circuit. Wilder also works heavily with McGill, taking the role of head delegate for McGill's University team and works closely with the China-Canada Junior Chamber of Commerce. A second-year international management student, Wilder also has an impressive mastery of Cantonese and French, which facilitates his passion for world affairs. He's looking forward to well-prepared and lively delegates who will stop at nothing to become the top Mafia kingpin.

Your Crisis Director is Philippe April, a Montreal born Italian and is coming up on his fourth year of participation in Model UN. A second year Political Science and History student, he's lived the majority of his life abroad, hearing stories about the Italian community from his parents. As a delegate, Phil has won awards at a variety of international competitions, and he's excited to see how delegates will portray the strong and varied characters during debate. Inventive plans, strategic thinking, and ruthless tactics are what he is expecting to see during the committee.

Both the Dias and staff anxiously wait to see how your version of the 1920's will play out. The decisions made will ultimately decide whether or not the Golden Age of Gangsters will be a peaceful underground business or a bloody battle for the top. If you have any further questions about the committee or procedure, feel free to email the Dias. Until then, we hope that each delegate is just as excited about the committee. See you all in November, capisce?

Sincerely,

The Dias of Prohibition 1920



Prohibition

Crisis: Prohibition

Introduction

The 1920s were the best time to be an American, and even better to be an American gangster. The Chicago Daily estimated combined earnings of gangs in its city at \$326 million per year¹ during the roaring '20s, and the Bureau of Internal Revenue estimates the highest individual's profit at \$10 million.² It pays to be at the top.

Despite the efforts of the anti-alcohol "dry" movement, led by crusading Protestants fearing the changing face of America, the people still want their drink. While there was 4 times less consumption of alcohol per capita in 1921 than two years prior, levels regained momentum in 1922 and increased more than the years before Prohibition.³ Given this demand, enterprising producers of alcohol, both big-time and small, sprung up across Canada and the Southern United States. Each offered advantages and disadvantages in the amount of liquor they could provide, and with what level of risk of interference from law enforcement.

With plenty of opportunity breeds plenty of competition. Irish gangs threatened the Chicago Outfit's market share and sometimes, the lives of its members. Dean O'Banion and his North Side Gang sought more and more area of Chicago, eventually causing violent confrontation with many Italian gangsters. Sitting on the sidelines throughout much of the bootlegging and gang warfare were the members of law enforcement in the city of Chicago and the state of Illinois. With the general sentiment of the city being against the Prohibition law, came plenty of opportunity to seek allegiances and even business partnerships from those behind the badge.

Members of the political arena were not exempt from corruption and illegal tomfoolery. Politicians on the Republican Party ticket regularly assisted the criminal underclass directly or by interfering with the efforts of honest police officers.

There is enough opportunity for all to play a part in the bootlegging game, but as an American gangster, you shouldn't be satisfied unless you're the top dog, or riding on his coattails. With everybody gunning for the same spot however, it will be up to you, the delegates, to decide whether you will create your underground empire alone, or through partnerships with your peers.

Recent History

There are many factors that shaped the move towards Prohibition. Although the desire to eliminate the social harms of alcohol is real, there are larger ideological arguments at play in the conflict as well. The "dry" or "temperance" movement, represents the established population of America who feel threatened by a quickly changing United States in both demographic and economic makeup. Various crusaders

¹ James L. Merriner, *Grafters and Goo Goos*, (Chicago, Southern Illinois University Press, 2004), 116.

² Merriner, *Grafters and Goo Goos*, 116.

³ Mark Thornton, "Cato Institute policy analysis No. 157: Alcohol Prohibition was a failure" *Policy Analysis* (1991): 2



Prohibition

arose as heads of organizations dedicated to eradicating the use of alcohol, used shrewd and calculated methods to advance their causes. Their efforts were finally fulfilled after a long struggle of enshrining the law of Prohibition as the 18th amendment to the American constitution on January 16, 1919.⁴

The “dry” movement of temperance from alcohol has its roots in small-towns across the United States who, full of established Protestant-Americans, fear the rapidly changing face of America due to mass immigration and industrialization. Thus, their fear of immigrants has been expressed through their condemnation of “weak-willed” working class people under the effects of alcohol. They see the working class, mainly comprised of Italians, Irishmen, and African-Americans, as being constrained from improving their quality of life by the harmful effects of liquor on those who drink it and their families. The sentiment among the working class however is that alcohol plays a large part of their cultural heritage and in some cases religion, and so the desire to prohibit their partaking in a past-time so close to their identity is a direct trespassing on their rights as new but fully American citizens.⁵ As well, given the historical context of state-sponsored oppression of these groups, new American immigrants have a general distrust of government authority.⁶ These factors in part explain the abundance of empathy for bootlegging gangs in major American cities like Chicago, who don’t see Prohibition as a justifiable law to begin with and feel alienated by the unwelcoming protestant Americans.

The leaders of the dry movement have much political clout, specifically with the Democratic Party. Prominent proponents like Wayne Wheeler and Anna Adams Gordon, using the power of their pro-temperance organizations The Anti-Saloon League and the Women’s Christian Temperance Union, generally decide who gets to be on the Democratic ticket for various political races. In just 10 years Wayne Wheeler ousted 70 state legislators who opposed the Anti-Saloon League from office⁷, by convincing its followers to vote for whoever was the opposition, a strategy that required to win only at the margin rather than convince an entire regional population. The WCTU had over 300,000 members in the early 1900s, with extreme sway in government as evidenced by a national public school campaign of temperance: children across the nation were instructed on the effects of alcohol with propagandized textbooks three times a week.⁸

Although lacking the resources and means to violently combat criminal gangs directly, the dry movement has proven to be a formidable opponent to bootleggers, using political strategy and America’s religious fervour to advance their cause.

⁴ *Prohibition*, DVD, Ken Burns, 2011, Washington, DC, WETA, 2011.

⁵ *Prohibition*, Burns.

⁶ Reid, Matthew, “Cops, Robbers, and Politicians: The culture of lawlessness in Prohibition era Chicago”, (Independent Project Degree BA (HONS), Manchester Metropolitan University, 2013).

⁷ *Prohibition*, Burns.

⁸ *Prohibition*, Burns.



Prohibition

Bootlegging

“Somebody had to throw some liquor on that thirst. Why not me?” - Capone⁹

As a committee you must establish a supply network for your bootlegged booze. The people of Chicago still want their alcohol despite Prohibition, and several enterprising criminals have begun producing "mostly" drinkable liquor, giving you a few options of where to find it.

Prairies and Ontario

“That Toronto’s waterfront is used by rum runners at nighttime to transfer their whisky cargoes is a well-known fact.”

-Toronto Daily Star, Oct. 6, 1923¹⁰

Prohibition laws have been repealed in Alberta, Manitoba, and British Columbia, with widespread public support for repeal in Ontario and Saskatchewan¹¹. Even in Ontario, alcohol production is highly tolerated, with all wineries allowed to remain open, and some distilleries for export to other countries, who may have tougher or lighter liquor laws (such as the United States)¹².

Over half the supply of the alcohol coming in from Canada passes through one of several companies owned by the powerful Montreal-based Bronfman family.¹³ With a name that translates into "liquorman" from Yiddish¹⁴ the family has a well-developed and secure supply network filled with an army of runners, loyal producers, and several public companies such as the Transcanada Transport Company, who can provide a large and reliable supply. Dutch Schultz and Johnny Torrio both have an established relationship with the family¹⁵, but it would be wise to handle any business dealings with the family carefully, to avoid miscommunication which could result in unfortunate circumstances.

The Bronfman's get the majority of their whiskey from across the pond through the Distillery Company of London, in which many of Britain's nobility own shares¹⁶. They would be inclined to ensure their investment is protected at all times, which includes providing political and financial support in times of...crisis.

⁹ Reid, Matthew, “Cops, Robbers, and Politicians.”

¹⁰ "Rum runners and whisky cargoes: Toronto during Prohibition was anything but dry" Last modified May 3, 2015, <http://www.thestar.com/news/gta/2015/05/03/toronto-during-prohibition-was-anything-but-dry.html>.

¹¹ Prohibition Timeline, <http://prohibitionincanada.blogspot.ca/p/prohibition-timeline.html>

¹² The Institute, “Prohibition’s hangover – Ontario’s black market in alcohol, *Mackenzie Institute* <https://www.mackenzieinstitute.com/prohibitions-hangover-ontarios-black-market-in-alcohol/>.

¹³ Executive Intelligence Review, *Dope, Inc.*, (Ben Franklin Publishers, 1992), 271.

¹⁴ Executive Intelligence Review, *Dope, Inc.*, 270.

¹⁵ Executive Intelligence Review, *Dope, Inc.*, 274.

¹⁶ Executive Intelligence Review, *Dope, Inc.*, 272.



Prohibition

The American partner of the Bronfman's is Arnold Rothstein, the kingpin of the Jewish mafia in New York. Partnering with the Bronfman's would make it easier to initiate a partnership with another strong criminal organization.

There are smaller, independently-run enterprises to choose from as well in Ontario and the Prairies. Harry Low for example, a former machinist and bar owner, has begun transporting whiskey by speedboat between Windsor and Detroit, to be shipped further into the United States. In a few short years he has gained a reputation of having integrity and consistency in his business, and charges about \$50,000 per delivery of about \$400,000 worth of whiskey.¹⁷ He runs a company, "Low, Leon, and Burns" with Marco Leon, an important associated of the well-established Carling Brewery. With less notoriety than the Bronfman family there is less focus on Low from the Feds, however less aggregate liqueur can be supplied.

Blaise Diesbourg, or "King Canada", can offer a similar degree of supply, but by car and plane. A former firefighting-pilot, Diesbourg has a small fleet of old bomber planes who can load 30 cases of whisky for each trip.¹⁸ Diesbourg can supply alcohol at a much faster pace than other small-scale operations but with planes there is more risk of product being lost in an accident or interference from the feds.

Caribbean

With over 6000 miles on the American east coast and only 4000 vessels in the U.S. Coast Guard's fleet¹⁹, supply by sea could be a safer albeit more expensive method of receiving product. An uncovered internal report from the Coast Guard reveals runs are being stopped a mere 5% of the time, and the majority of confiscated vessels are easily auctioned back to the original owners²⁰. The majority of the vessels deployed by the Coast Guard can reach a maximum of 30 knots over short distances, while the average run-running boat sails an average of 40 knots²¹, giving them an advantage if they can avoid federal interference when unloading product. The average wage of a non-commissioned seaman is a mere \$21 per month²², providing plenty opportunity for bribery to be utilized, though protection cannot always be guaranteed. In contrast, some rum-runners are known to earn over \$100,000 per month from just a few trips, each of which can provide 5000 cases of whiskey on average²³.

The majority of the liquor sent by boat passes through Nassau, Bahamas, with 10 million quartz shipping out towards the USA in 1922²⁴. There are suppliers from Canada

¹⁷ Kristen Brown, "The Story of Harry low" prezi.com <https://prezi.com/9pudgq0jdf-n/the-story-of-harry-low/>
Donald Canney, "Rum War, the U.S. Coast Guard and Prohibition", 5.

¹⁸ Marty Gervais, *The Rumrunners: a Prohibition scrapbook*, (Biblioasis, 1980), 31.

¹⁹ "Rum War, the U.S. Coast Guard and Prohibition", 3.

²⁰ "Rum War, the U.S. Coast Guard and Prohibition", 4.

²¹ "Rum War, the U.S. Coast Guard and Prohibition", 6.

²² "Rum War, the U.S. Coast Guard and Prohibition", 3.

²³ "Rum War, the U.S. Coast Guard and Prohibition" 14.

²⁴ "Rum War, the U.S. Coast Guard and Prohibition" 4.



Prohibition

using the sea for transportation as well: 1/3 of all alcohol imported into the United States comes by boat.

The Fighting Irish... Gangs Relations

The Gennas vs. The North Side Gang+

“Papa” Johnny Torrio was the head of the Italian crime group in the 1920s. In order to avoid wars between other rival groups such as the Irish North Side Gang, Torrio would negotiate agreements over territory. However, the Genna Brothers who were allied with Torrio started pressuring the North Side Gang for territory in the north without negotiation. The Gennas wanted to kill Dean O’ Banion, who headed the North Side Gang and later became the main rival of the Chicago outfit. However, at that time Torrio resisted until O’Banion cheated Torrio out of a \$500,000 brewery acquisition. Torrio could not let this go unpunished, as it would allow other gang leaders to defy him as well. Although money helped maintain power, prestige was equally, if not more important in maintaining an empire. Prestige was maintained through muscle flexing. Thus, Torrio allowed the Gennas to kill Dean O’Banion in his flower shop on October 1924. Thus, making Hymie Weiss the head of the North Side Gang, with Vincent Drucci and Bugs Moran as his right hand men. With O’ Banion’s death, revenge on the Italian gang became the top priority. Revenge for the North Side was necessary as a means to show the Chicago Outfit that they would not dominate them and to maintain the power in the north side of Chicago. This started a bloody war between the Gennas and the North Side Gang.²⁵

Assassination Attempt

On January 24th, 1925, Hymie Weiss, Vincent Drucci, and Bugs Moran tried to kill Torrio by attacking him while he was returning home with his wife, Anna. They started shooting at Torrio’s car. Torrio was hit in the jaw, lungs, groin, legs, and abdomen, but Weiss was not able to kill him because he ran out of ammunition. Even though they did not kill him, after shooting him they repeatedly kicked and hit him with billy clubs and they left him bleeding near his apartment. The gang could have beaten him to death but they did not as they only wanted to cause enough damage to gain their control of the situation, whereas, killing him would have started an even bigger war. During his recovery, out of respect for the gang principle of omerta (total silence), Torrio did not say who attacked him. After being released from the hospital, Torrio also had to serve a year in prison.²⁶

Rise of Capone

Alfonse Gabriel Capone was a poor immigrant who lived in Brooklyn. Shockingly, Capone was a good student in elementary, but his violence got the best of

²⁵ English, T.J. *Paddy Whacked: The Untold Story of the Irish American Gangster*. New York: HarperCollins, 2005.

²⁶ “Torrio Dies. Gave Capone Racket Start”. *Associated Press*. May 8, 1957.

him. In sixth grade, his teacher hit him for his rude behavior and Al struck back and never returned to school. After this, he met his mentor, Johnny Torrio in the outskirts of Brooklyn. Capone started out serving as Torrio's errand boy for his gambling business until Torrio left for Chicago in 1909. After that Capone's involvement as a gangster stopped as he started working as a paper cutter in a munitions factory until Torrio introduced him to the gangster, Frankie Yale. Capone started working for him as a bouncer and bartender. This is where he earned his infamous name, Scarface. Due to his provocative behavior with a woman at the bar, he got punched and slashed by her brother, leaving three scars. Capone got serious in life after he had a son with his wife, Mae Coughlin. He started working as a bookkeeper in Baltimore but this ended shortly when his father died in 1920 and he decided to join his son's godfather and his mentor, Papa Torrio in Chicago.²⁷

Thus, in 1925, out of the fear of getting himself and his family in danger, Johnny Torrio retired and made his protégé Capone head of the gang. At this point, the Italian crime organization had expanded into Canada and enjoyed protection politically. Unlike Torrio, Capone used more violence and bribery to expand his territory, ensuring his advance would go unchecked. Capone was known for his brutality and his flamboyant dressing in yellow and green, accompanied by white Borcalino Fedora. During Capone's time rivalry with the North Siders grew more as he not only cared about controlling the empire but also making himself a symbol that would inspire fear amongst competitors. Capone stayed far away from the North Siders in Cicero, making it hard for them to attack him. Nevertheless, they tried to get to Capone by attacking him several times. Capone would almost always retaliate. His rivalry with Weiss involved many assassination attempts. Fighting between the Italians and North Siders was persistent throughout the 1920s as they fought back and forth to maintain the power they enjoyed in their respective areas of Chicago.²⁸

Saint Valentine's Day Massacre

Although Capone never took responsibility for the Valentine's Day Massacre, it is assumed that he was behind it as his last attempt to kill Bugs Moran.

On February 13th 1929, Capone faked a call



²⁷ "Al Capone." History.com. A&E Television Networks, 2009. Web. 09 July 2015.

²⁸ Sifakis, Carl, *The Mafia Encyclopedia*, 2nd ed., Checkmark Books (1999), p.362



Prohibition

to Moran to inform him about an alcohol shipment at a discounted price. Capone knew Moran would buy the shipment as it would make him a large profit. On February 14th, 1929, gunmen who were disguised as policemen started a raid at the S.M.C Cartage Company. Seven of Moran's men were shot, but Moran managed to escape. Moran reached his breaking point and he accused Capone of the murders, breaking the gangster's code. However, as these gangsters had close links with the police and politicians they would manage to get away with crimes by paying hefty amount of money and other favours. Thus, no one got convicted since Capone denied any kind of involvement in the massacre.²⁹

The Castellammarese War

Adhering to a methodology is important for traversing the complex and dynamic terrain of the business environment, and criminal organizations are not exempt from this rule. There are currently two strong factions within the Italian gangs of Chicago adhering to different styles of business: the "Moustache Petes", who favour traditional practices and working only within the Sicilian community, and the "Young Turks", who embrace a more progressive view of thuggery, allowing working relationships with gangs whose roots are from off the island of Sicily.

The division can be analyzed regionally: The Moustache Petes tend to come from Sicily proper, and the 2 southern Italian regions of Calabria and Campania, while the Young Turks have their roots in the Northwestern area of Sicily, and the rest of Central and Northern Italy.

There are advantages and disadvantages to each system of organizational philosophy. The Moustache Petes can claim greater reliance on trust and stability within their ranks, as greater homogeneity provides a stronger sense of community and shared purpose, even with illegal practices such as bootlegging, racketeering, and prostitution. This allows a gang to spend more resources on expanding territory, and improving ways to make a profit. However, a lack of diversity can stunt growth that comes from trade and communication with other groups, potentially isolating the organization in times of duress such as Prohibition, where various government bodies are determined to disrupt and eliminate illegal activity. The Young Turks, on the other hand, are more willing to establish alliances with gangs from various backgrounds, such as Jewish, Irish, and various Asian mafias. This gives them more resources to combat external pressures on their illegal trades, and makes them more adaptable to changing business climates, such as innovative supply methods, evolving customer demands, and adaptive law-enforcement tactics. The major disadvantage to structuring a criminal organization this way is the increased instability that comes from a lack of coherent shared vision beyond profit. In other words, this increased amount of turnover for criminal organizations means more death and betrayal, not merely changing faces within the business.

²⁹ Capone: The Man and the Era, by Laurence Bergreen, p. 418



Prohibition

Mobsters must act in their own interest, and in accordance with family and historical ties. In a dynamic environment such as in the criminal world, a mobster must choose their allegiances carefully to keep himself in the game, and stay alive. This partisan environment in the Mafia always had the potential to devolve into a violent internal conflict.

The Castellammarese War between Joe Masseria and old-school, Mustache Pete Salvatore Maranzano began in 1930. Vito Genovese and “Lucky” Luciano conspired with Maranzano to kill Masseria on April 15, 1931. Masseria’s death ended the war: Maranzano had won. Luciano took over Masseria’s crime family with Genovese as his underboss in the aftermath of the war.

Later that year, Luciano was led to believe that Maranzano was planning to kill him and Genovese. The two planned the murder of Maranzano via a hit team, and the murder successfully took place on September 10, 1931. A sharing arrangement known as “The Commission” was established to keep peace among mobsters after that.

The Government and Crime

Law Enforcement and Crime

While law enforcement personnel have been mandated to prevent the trade of alcohol, in reality many behind the badge are bribed to allow or actively participate in bootlegging. Corruption at all levels is rampant, making it easy for criminals to supersede the law if the right figure is put forward. As well, conservatives are the main proponents of Prohibition, resulting in problems with government financial support of enforcement.

Low-ranking members of the Chicago police force find themselves closest to the day-to-day actions of the criminal underworld, and are thus exposed the most to bribery and active illegal participation. The lack of support for the law from the immigrant community manifests itself in the protectors of it: 73% of Chicago police officers were born outside America or come from mixed parentage³⁰, meaning the majority of those responsible for enforcing Prohibition do not personally believe it is just. It is no surprise then that bootleggers found little pressure from Chicago police officers involved directly in the carrying out of enforcement to abide by the 18th amendment. In fact, as an example, a Chicago alcohol manager stated 400 policemen visited his warehouse each month for bribes and kickbacks in 1920.³¹ It is not unreasonable to expect hundreds more accepted bribes from criminals as well.

The top brass of law enforcement are not exempt from working with the criminal underworld. In 1918 Michael Hughes was chosen as Chief of detectives directly by corrupt Chicago mayor “Big Bill” Thompson, due to his blatant disregard for the law in

³⁰ Reid, “Cops, Robbers, and Politicians.”

³¹ Reid, “Cops, Robbers, and Politicians.”



Prohibition

practice and personal opposition to Prohibition.³² Called the most efficient squad chief at “catching thieves” by the Chicago Tribune³³, one can view this praise as evidence he was used by Thompson and other corrupt political leaders to avoid confrontation with bootlegging gangs and put pressure on other types of crime instead. The problem of corruption in law-enforcement leadership persisted into the courtrooms. A mere 36% of court cases delivered sentences in 1924, with most of them being reduced to fines³⁴, meaning the majority of murderers, bootleggers, and government officials who supported the trade of alcohol were able to continue their work with little consequence.

Robert Crowe, the State Attorney of Illinois, was a partner and close friend of Mayor Thompson, with the latter recommending him for Circuit judge in 1916 and again for state attorney in 1917. Political opponents claimed he was purposefully inefficient at his job, arresting no suspects after countless bombings and murders occurred during gang-fuelled newspaper wars.³⁵

Despite the dry movement’s monumental success in organizing and passing the 18th amendment, the devil appeared to be in the details. The majority of supporters of Prohibition, both politically and amongst the public, were conservative in ideology when it came to economic terms. Thus, federal enforcement and assistance with state and municipal authorities was minimal. At the passing of the Volstead Act in 1919, there were a mere 1500 Prohibition federal agents³⁶ and 4.4 million dollars allocated for the entire 48 states³⁷ (\$92,000/yr per state). At the state level, politicians were reluctant to foot the bill as well, with 1/8 the amount budgeted by all 48 states for the protection of fish and game stock.³⁸ Efforts were ineffective as a result: only 5% of imported alcohol was seized in 1925³⁹

Politics and Crime

The Republican Party of Illinois and various bootlegging criminal organizations maintained an integrated 2-way relationship throughout Prohibition. The Republican Party provided legal protection where it could, and many criminal gangs in turn used physical intimidation on the public to ensure Republican politicians win elections for various types of positions, while also providing financial support at times.

The most prominent execution of this symbiotic relationship was between the Chicago Outfit and William Hale “Big Bill” Thompson, was Mayor of Chicago from 1915-1923 and again from 1927-1931, both times as a Republican. Thompson practiced a

³² Reid, “Cops, Robbers, and Politicians.”

³³ Chicago Tribune, “Archives”, *Chicago Tribune*, December 15, 1935, accessed July 10, 2015.
<http://archives.chicagotribune.com/1935/12/15/page/26/article/michael-hughes-ex-police-chief-quits-the-force,>

³⁴ Reid, “Cops, Robbers, and Politicians.”

³⁵ Reid, “Cops, Robbers, and Politicians.”

³⁶ *Prohibition*, Burns.

³⁷ Mark Thornton, “Cato Institute policy analysis No. 157: Alcohol Prohibition was a failure” *Policy Analysis* (1991): 2.

³⁸ *Prohibition*, Burns.

³⁹ Reid, “Cops, Robbers, and Politicians.”



Prohibition

municipal governance strategy of systemic corruption, allowing criminal organizations to produce and sell alcohol, almost openly. He assigned major units of the Chicago Police Department to focus on raids of gambling joints⁴⁰, diverting their attention away from bootlegging and speakeasy's that sold alcohol (it also helped eliminate competition for Torrio, who owned the popular "Four Deuces" casino).⁴¹ The Chicago criminal underclass provided financial and militant support for Thompson, for example donating between \$150,000 and \$260,000 for his 1927 re-election campaign.⁴²

Other members of the Republic Party actively colluded with the criminal underclass. Ed Konvalinka was the Illinois Republican political machine head based in Cicero, who had a close working relationship with both Torrio and Capone. During the years under reformist Mayor Dever, criminals were forced out of Chicago proper, and the Torrio gang was welcomed into Cicero with nearly open arms. In return, Capone and his enforcers harassed the citizens of Cicero during various elections, to keep Republican politicians in their positions.

At the state level, gangs, and unsurprisingly, Bill Thompson, found a friend in Governor Len Small. As state treasurer from 1917 to 1921 he aided Thompson in running Chicago corruptly, and embezzled \$600,000 for personal use. 8000 criminals were pardoned during Prohibition by the corrupt State Governor, as he would charge a fee and split the earnings with Robert E. Crowe, the Cook County State Attorney.⁴³ This made it easy for bootleggers to operate with the knowledge of having a safety net from up above should lower-level authorities act too honestly.

Amidst all the corruption and criminality were instances of honesty amongst the community of liberal politicians known as the "reformists". Most notable was Mayor William Dever, who marginally cleaned up Chicago during his reign from 1923-1927. Although stymied by the established power to be, Dever and his allies like Police Chief Morgan Collins were effective enough to force Torrio and the Chicago Outfit to transport their operations to the suburb of Cicero during his mayorship.⁴⁴ He also made multiple improvements to the government organization of the city in general, implementing the first zoning ordinance and completing large infrastructure projects.⁴⁵ Ultimately his staunchly dry position upset the Chicago public, and he was voted out of office in turn for Thompson in 1927, who quickly reinstated the status quo.⁴⁶

Characters:

Anthony "Tough Tony" Capezio

⁴⁰ James L. Merriner, *Grafters and Goo Goos*, (Chicago, Southern Illinois University Press, 2004), 107.

⁴¹ Mark Grossman, *Political Corruption in America: An Encyclopedia of Scandals, Power, and Greed*, (New York: Grey House Publishing, 2008) Section on Mayor William Emmett Dever.

⁴² Merriner, *Grafters and Goo Goos*, 110.

⁴³ Grossman, *Political Corruption in America*, Section on Lennington "Len" Small.

⁴⁴ *Prohibition*, Burns.

⁴⁵ Grossman, *Political Corruption in America*, Section on Mayor William Emmett Dever.

⁴⁶ *Ibid*.



Prohibition

Capezio was a member of the Circus Cafe Gang along with Tony Accardo, Claude Maddox, and Vincenzo De Mora. The gang was allied with Al Capone and his Chicago Crime Syndicate, and Capezio became a regularly used shooter for Capone. He and Accardo were responsible for the hit on the leader of the Weiss-Moran Gang, the main opposition to Capone, which had shot up an inn while Capone was inside.

After their successful assassination of Weiss, Capezio and Accardo were directed toward Bugs Moran. An elaborate plot went underway on February 14, 1929, which would later be referred to as the St. Valentine's Day Massacre: Capone's gang was aware that Moran had a headquarters in a garage in Chicago that doubled as a storage place for his liquor. They contacted Moran's liquor supplier, having him tell Moran to expect a large delivery at 10:30 in the morning on February 14th. Accardo and Capezio, joined by two other gangsters in police uniforms, arrived at the garage at 10:30 that morning and announced a raid. Moran's gangsters faced the wall, in accordance with the expected behavior under these circumstances, and Accardo and Capezio fired hundreds of bullets from their submachine guns. The seven men there were killed, but the hit was ultimately unsuccessful as Moran had overslept that day and wasn't in the garage at the time of the massacre.

Capezio was a loyal member of Capone's mob from the day he was sworn in. Over the course of his career he committed multiple armed robberies and was arrested several times.

Can Tough Tony and the Circus Café Crew avoid trouble and succeed in the brutal world of organized crime?

Abner Zwillman, the "Al Capone of New Jersey"

When Prohibition began Zwillman used armored trucks to smuggle whiskey into his state from Canada, and rapidly ascended to the point where he controlled the majority of the illegal alcohol in New Jersey. With the money he made from his alcohol smuggling, he expanded his outreach in gambling, prostitution, labor racketeering. He also owned many nightclubs and restaurants, which also benefitted from his success in alcohol smuggling.

Zwillman would eventually have the press refer to him as the "Al Capone of New Jersey." Zwillman's influence grew and grew over the years until he controlled the majority of politicians in Newark, NJ for more than two decades, and in the 40's dominated the gambling operations there as well, along with Willie Moretti. Capone was a strong ally of Zwillman's, and the two were partners in controlling the movie projectionist union.



Prohibition

Zwillman was the de facto boss of Newark's Third Ward in New Jersey, and a reported rivalry existed between him and Ruggiero "Richie the Boot" Boiardo of the First Ward.

Perhaps in order to steer police away from his alcohol-carrying trucks, Zwillman often sought to maintain a legitimate public image. He offered a large reward for information as to the whereabouts of the kidnapped Lindbergh baby in 1932, and donated sizably to charities.

Can Zwillman maintain his public image while still finding success in the crime business?

Vito "Don Vito" Genovese

Genovese was born in Italy and didn't move to the United States until he was 15, when his family emigrated to Manhattan. His involvement with mobsters began with petty stealing and collecting money from people who played illegal lotteries, and in the 1920s he began working for Giuseppe "Joe the Boss" Masseria. At this point his role changed, involving bootlegging and extortion – he was particularly useful to Masseria because of his violent nature.

Allegedly, the 1930 death of Bronx-based gang leader Gaetano Reina was at the hands of Genovese. Reina had been an ally of Masseria until Masseria decided to have him killed, believing Reina to be helping Masseria's rival Salvatore Maranzano. As a result of Reina's death, Masseria took control of his gang.

The Castellammarese War secured Genovese's name in history. Genovese and early friend "Lucky" Luciano conspired with Maranzano to kill Masseria, and on April 15, 1931. Masseria's death ended the war: Maranzano had won. Luciano took over Masseria's crime family with Genovese as his underboss in the aftermath of the war.

Later that year, Luciano was led to believe that Maranzano was planning to kill him and Genovese. The two planned the murder of Maranzano via a hit team, and the murder successfully took place on September 10, 1931.

Genovese murdered another gangster, Ferdinand Boccia, in 1934 when Boccia demanded a larger share from a scam than had previously been discussed. A few years passed, and Genovese took control of Luciano's crime family when the latter was imprisoned. However, fearing prosecution for the murder of Boccia, Genovese fled to Italy in 1937.

Can Genovese achieve lasting success in America?

The Forty-Two Gang



Prohibition

The forty-two gang emerged in 1925 during the early stages of Prohibition. This gang was composed of teenagers living in Chicago who served as “water boys” for Al Capone’s Chicago Outfit. Later on many members of the forty-two gang became highly reputable members of the Outfit. This young gang is notorious for crimes including vandalism, petty theft, car stripping, and even the stealing and killing of horses. The gang also was caught up in the murders of policemen and stoolies. Starting off with only 25 members, this gang emerged as one of the most violent gangs in Chicago. However, due to their feuds with rival groups, the gang suffered many losses. Over 30 gang members in the original 42ers had either died or were convicted for murders, rapes, and other felonies.

Allegiances:

Many of the members of the gang ended up becoming protégés and wheelman’s for the Outfit. The most skilled member of the gang was a boy called Sam “momo” Giancana. He created the foundation for his boys in 42 to be able to transition into the ‘big leagues’ such as working alongside Al Capone’s men in the 1950s.

Circus Café Crew

The Circus Café Crew was a group of young men founded by “Screw” Clause Maddox, also known as John Moore and Anthony Capezio. The group often met at a tavern called Circus Café on West North Avenue in Chicago. It remained a gang from 1897 up until 1958 when Maddox died. Although the gang did partake in violent acts, their main purpose was supplying alcohol through the use of the Circus Café tavern.

The group allied themselves with Al Capone’s Outfit during prohibition. The circus café was a hangout spot for the Capone satellite gang.

Brooklyn Rippers

In the early 1900s, Al Capone joined his first gang called the Brooklyn Rippers at the age of 15. He did not stay for long as a more prestigious gang by the name of The Forty Thieves Junior took interest in him.

Frank Nitti

Frank Nitti, also known as “The Enforcer,” was an Italian-American gangster who was one of Al Capone’s top henchmen and would later serve as the front man for the Chicago Outfit. Growing up in Brooklyn, Nitti moved to Chicago in 1920 and quickly gained the attention of mobsters Johnny Torrio and Capone when he began using his barbershop as a front for fencing stolen jewelry. After joining Capone’s ranks he became notorious for being business savvy, working on a system to efficiently smuggle Canadian whisky into Chicago speakeasies, which served as distribution points throughout the city. He was not a violent man, despite his nickname, and rather delegated these tasks to the new recruits.



Prohibition

In 1931, he and Al Capone were convicted of tax evasion and sentenced to prison, although Nitti was released after 18 months. After this, the media declared him the new face of the Chicago Outfit, which marked him as a major police target. When the Chicago Police raided Nitti's office in December 1932, confrontation ensued and Nitti was shot in the back and neck. Miraculously, he survived, and in the ensuing trial it was revealed that one of the police officers had been paid fifteen thousand dollars to murder Nitti.

After the end of prohibition, Nitti was desperate to reinvent the Outfit, so he began turning his attention to Hollywood rather than Chicago. However, this failed in 1943 when Nitti and other top members of the gang were indicted for extorting money from some of the larger movie studios. Historically, he is remembered as having a quieter role in Al Capone's gang: "the businessman in wolf's clothing who got the job done."

Can Nitti, the quiet businessman, succeed in the loud and violent world of crime?

Jack McGurn

Jack "Machine Gun" McGurn was an Italian-American gangster and small-time boxer, who was a key member of Al Capone's Chicago Outfit and thought to have planned the St. Valentine's Day Massacre in 1929. McGurn was not associated with a life of crime until members of the Genna family gang assassinated his stepfather in 1923, after the family found that he had been selling bootleg liquor without cutting them in on the profits. Furious, Jack took it upon himself to exact vengeance, killing all three men involved. This caught the attention of the Outfit, and was recruited for the Circus gang later that year, a Capone subgroup run by Claude Maddox.

McGurn's role in the Circus gang was a bodyguard and killer, although he later served as Capone's personal bodyguard. He is credited with killing 25-30 of Capone's top rivals, including members of the Genna family. McGurn's calling card was said to be the placement of a Buffalo Nickel pressed into the victim's hand, signifying his disgust in the men he considered "dimes and nickels." His ruthlessness garnered attention and several opposing gangs tried to assassinate him on occasion. The most notable attempt was by the North Side gang when they cut through McGurn's right lung, chest, and arm with fire from a machine gun. He survived, and together with Capone, began plans for retaliation against George "Bugs" Moran, leader of the North Siders.

On February 14, 1929, seven North Side members were lined up against a garage wall and executed. Two of the shooters were dressed as police officers, leading witnesses to recount "police officers" leading the men at gunpoint. Unfortunately for McGurn, Bugs Moran escaped the slaughter.

When McGurn was investigated after the murders, he used his girlfriend as an alibi, claiming they had been in a hotel room together the entire day. Although he escaped legal persecution, seven years later he was murdered while in the middle of a



Prohibition

bowling alley. According to legend when police found his body the killers had left a nickel in McGurn's hand.

Can McGurn keep his rivalries from killing him?

Louis Buchalter

Louis Buchalter was a Jewish-American mobster and head of Murder Inc., a mafia hit squad. Growing up in New York, Buchalter committed petty crimes, serving a couple minor prison sentences by his mid-20s. This exposure to the criminal network was beneficial for Louis' future endeavours, the first of which was with Jacob Shapiro, infiltrating unions that represented New York garment-industry workers, creating the labor scam that made him famous. First, the mob-run unions would threaten strikes unless management paid the union bosses, whereafter the mob bosses would then rob the unions blind. Building this technique into a small empire, Buchalter later involved future Italian mafia boss Tommy Lucchese.

By 1929, Buchalter had made such a name for himself that he was a founding member of the National Crime Syndicate, the group that ran organized crime in the United States in the 1930s and '40s. An associate of notable criminals like Charles Luciano, Benjamin Siegel, Meyer Lansky, Albert Anastasia and others, Buchalter was in the position to create Murder Inc., a group of hit men who acted as the enforcement arm of the Mafia under the Syndicate. The Inc.'s hit squad became unofficially known as "The Combination," and was responsible for over one thousand murders.

Buchalter's most famous hit was on Dutch Schultz, who was himself plotting to kill New York Special Prosecutor Thomas Dewey, against the mob bosses' discretion. Murder Inc. was sent to assassinate Schultz for his disobedience, although ironically, Dewey's attention then refocused to Buchalter. In 1937 the pressure mounted to the point where Buchalter "disappeared," only surrendering to the FBI two years later. After being charged with a series of murders, in 1941 the US Supreme Court upheld his sentence to death in the electric chair. Buchalter was the only major mafia figure to die by the death penalty, symbolic of the depth of his role in the gangster network.

Can Buchalter, and his murderous ways, maintain order in organized crime?

Al Capone:

Most famous American gangster of the 20th century. A member of Johnny Torrio's Chicago Outfit Gang in Chicago during the 1920's, Capone soon becomes his right-hand man. Torrio develops a business in Cicero (not exactly in Chicago to avoid being in the jurisdiction), leaving it to Al Capone's leadership in 1925 following a failed murder attempt. One of Capone's first actions was influencing the city's elections, to be on good terms with the Republican candidate Joseph Z. Klenga. Capone succeeded in creating a huge criminal empire, controlling more than 150 speakeasies. But this size also



Prohibition

created problems, as this much money attracted unwanted attention from the Prosecutor's office. The office estimates Capone's illegal revenues to \$105 million of dollars annually, but has a hard time implicating him due to its numerous identity changes.

In Capone's same district also operated the O'Donnells, a rival gang with whom Torrio signed a peace treaty before leaving the operations to Capone. His most important rivals include Hymie Weiss, head of the North Siders Gang and Bugs Moran, his right-hand man. In the end though, Capone's great fortune represents a powerful asset - he can hire lots of men, and used a lot of his revenues to bribe politicians, which represent powerful allies. With help from the Chicago police department, Capone allegedly arranged an artificial one-year prison sentence protect himself from diverse contracts put on his head. Capone, in the end, was convicted of tax evasion in 1931 and died in 1947.

Can Capone stick around long enough to enjoy the fruits of his empire from outside a prison cell?

Lucky Luciano:

Luciano is considered the father of modern organized crime in the United States. As an up and coming gangster, Luciano met Al Capone and Meyer Lansky - with whom he shares a strong friendship. Together, they will rise in the higher circles of the Mafia families. Luciano's life of crime began at a young age, joining the Five Points Gang at 13. After being arrested on petty crimes, he started alcohol smuggling at the beginning of Prohibition partnering with Frank Costello, Meyer Lansky, Bugsy Siegel, Joe Adonis and Vito Genovese. Luciano then manages the biggest bootlegging network in New-York City, using a sizable amount of money to bribe politicians and policemen.

He joined Joe Masseria's family, one of the most powerful in New-York and in the entire nation. However Masseria was very suspicious of Luciano's high ambitions. On his side, Luciano was very frustrated by the limits his Jewish origin represented for a potential ascension in the family. Allied with Meyer Lansky, and having regular contacts with Masseria's rival Salvatore Maranzano during the Castellamarese War, he was definitely in a good position to take power in New-York. Determined to be the head of La Cosa Nostra, Luciano is ready to betray anybody, from his boss to its contacts. If he played the good cards at the right time, Luciano could orchestrate the downfall of the traditional, "old school" Mafiosi and lead to power a younger generation. He has in mind the creation of a national "Syndicate" for all Mafia families across the country, which would take collegial decisions for the development of their activities.

Can Luciano find a way to end the inter-family warfare and get everyone focused on making money?

Joe Masseria:



Prohibition

Masseria was one of the five Caporegime of the only Godfather in New-York, Peter Morello, until his chief was sentenced to 20 years in jail. Masseria had on his side Lucky Luciano and Vito Genovese, who were two of Masseria's closest lieutenants. However, like Masseria, both Luciano and Genovese had very high ambitions which fed Masseria's paranoia and suspicions of their loyalty. Masseria wants to become boss of the bosses, or Capo di Tutti Capi. Masseria's men had killed the previous holder of this title, D'Aquila. Masseria's resources and the number of men under his command were far superior to Maranzano's, the main rival to the top spot in organized crime, and his opponent in the Castellammarese War. However Masseria also cultivated weaknesses. Other Mafiosos didn't appreciate him, as he enforced "taxes" on his subordinates and was suspicious of everyone.

Can he manage to reach the top and stay there?

Joey Adonis (a.k.a Joey A.)

Adonis was known to be a trusted ally and confidant of Frank Costello who was the successor of Lucky Luciano. He also has a reputation of his loyalty and modest ambition: he allegedly became one of the gunners who would shoot Masseria. Adonis is all about money and friendship, but he wouldn't hesitate to murder when reason failed. He also formed many relationships with politicians and high-ranking police officers, some of them became a help in the future e.g. NYC mayor Albert.

Will Adonis make the right friends or will his loyalty be his downfall?

Johnny "The Fox" Torrio

Johnny Torrio believes that his name should not be spoken when he's in a secret society, his intelligence and extreme carefulness helped him keep a clean police record in his early years. He went to Chicago as the right hand of Big Jim, and forced Big Jim to retire with the help of Al Capone, a friend he made in his early years. He partnered with Lansky and Luciano and planned the National Crime Syndicate in 1930s.

Can Torrio succeed in mob politics and avoid being brought down by mobsters and investigators alike?

Frank "the Prime Minister" Costello

Frank Costello was the good friend and successor of "Lucky" Luciano, also known as "the Prime Minister" for his diplomatic skills. He was the first to cooperate with the US Coast Guards during bootlegging and made huge amount of money in the gambling industry. Costello was seen as the bridge between the underworld and the upper world. This earned him the trust and appreciation of "Lucky" Luciano.

Can a diplomat reach the top of the violent world of organized crime?



Prohibition

Salvatore Maranzano (The Old-School Mafia)

Known as a Mustache Pete - an old-school Mafioso - Maranzano had a very commanding presence, with old-world values manners. He loved to read and even speaks some Latin. He had a fascination with Julius Caesar and the Roman Empire. He led the Bonanno crime family and worked with Vito Cascio Ferro, the leading Mafia boss in Sicily. When Vito was arrested, he decided to organize the American Mafia under his control. Giuseppe Masseria, was his first target. Like Masseria he wants to be the boss of the bosses, the top man in the game; and he is willing to go to any length to achieve his goals.

Can he achieve his dreams of becoming the leader while avoiding the fate that befell Caesar?

Dutch Schultz:

Known as “The Dutchman”, Dutch Schultz (real name: Arthur Simon Flegenheimer) was a Jewish mobster – operating bootlegging and racketeering in the New York City area. He was known for his cruelty and brutality. Schultz entered the world of crime early, leading to his imprisonment for 17 months at 17 years old - the only time he was ever jailed. After his release, he went on to be a bouncer at a speakeasy owned by gangster Joey Noss. Schultz became known for his ruthlessness, leading an impressed Noss to make him his partner. The two created a business selling beer to speakeasies in the New York region, intimidating rival saloons into buying from them. During this time, Schultz solidified his reputation as a brutal criminal - once torturing and killing a man for refusing to buy booze. The Schultz and Noss duo’s business expanded into Manhattan - gangster Legs Diamonds’ territory – who had Noss killed. Schultz had his revenge in 1931, when he had Diamonds’ shot.

Schultz’s antagonistic style led him to conflict with other gangsters, attracting the attention of authorities, who charged him with a tax charge income tax evasion in 1933 & 1934. Thomas Dewey, a star lawyer who went on to be the Republican candidate in the 1948 election, prosecuted Dutch Schultz.

Can Schutz muscle his way to the top or will his aggressiveness be his downfall?

Frankie Yale:

One of Brooklyn’s most successful gangsters, and a skilled businessman – Frankie Yale (originally named Francesco Ioele) was an Italian mobster known for his charm. He entered the world of crime at an early age, when Johnny Torrio personally got him into Five Points Gang. The police first became aware of him in 1910, when a then-17 year-old Yale and a friend killed several men in a bar fight on Coney Island. He was arrested on suspicion of homicide of murder, but was never convicted.



Prohibition

Yale's first racketeering was taking control of Brooklyn's ice delivery trade through intimidation and "protection" fees. He used the proceeds to open the Harvard Inn on Coney Island, where a young Al Capone worked and got in a bar fight. The two established a relationship that would prove pivotal in Yale's life. Always the consummate businessman, Yale owned a series of brothels, as well as a funeral home. During prohibition, he was one of Brooklyn's biggest bootleggers, and practiced dockyard extortion and labour racketeering.

Al Capone used Yale several times as an assassin – for "Big Jim" Colisimo in 1920 and Dean O'Banion in 1924. The relationship between Capone and Yale soured starting in 1927, when Capone began thinking Yale was cheating him of his fair share of booze the two bootlegged together. In 1928, Yale was shot in his car in driving chase in Brooklyn, with Capone the suspected (but never proved) instigator. He was treated to the most extravagant funeral of any gangster.

Can Yale successfully maintain his friendships and his profits?

Vincent Mangano:

Known as "The Executioner", Vincent Mangano was a Mustache Pete (old school Mafioso) and a big player in the New York mob scene. As an older Mafioso, he was very much steeped in the traditional mob values of honour, respect and dignity. He became head of what was then known as the Mineo family (now famous as the Gambino family) after the Castellammarese War – one of the few older Mafia. He was the co-founder of the City Democratic Club, which became a meeting place for Murder Inc. (the syndicate of assassins used by the Mafia). He made his money primarily off of dockyards extortions. Mangano would remain in the game until April 1951, when a younger Mafioso had him "disappeared".

Can Mangano use his experience to his advantage and avoid the wrath of the heartless younger generation of mobsters?

Meyer Lanksy:

Known as "The Mob's Accountant", Meyer Lanksy was a New York City-based criminal who helped finance the Mafia's major criminal activity through both illegal and legal methods. He was a partner of Lucky Luciano and lifelong friend with Bugsy Siegel – two New York major gangsters, and had relationships with both Jewish Mob and the Italian Mob. Never found guilty of anything more serious than illegal gambling, by the 1940s Lanksy developed a sprawling gambling empire - owning casinos in Las Vegas, Cuba, Bahamas and London at various times. He also established casinos in Cuba, making kickback deals with President Batista and earning his trust. He was a uniting and highly respected figure in the criminal world, and was instrumental in the National Crime Syndicate – the major confederation of Jewish and Italian mobs.



Prohibition

Lansky was a talented mathematician, extremely knowledgeable about odds for all the games at his casinos. As such, there was no need for any cheating, and he made sure all his gambling establishments operated with the highest integrity. Lansky also invested in hotels and placed friends in management positions in them, the most notable example of this being Bugsy Siegel and the Flamingo Hotel. After the Hotel proved to be a financial quagmire, possibly due to embezzlement on the part of Siegel, Lansky reluctantly assented to Siegel's shooting.

Lansky was also a master of evading government scrutiny. In 1931 for example, he transferred money to Swiss bank accounts after Lucky Luciano was charged for tax evasion. He regained the government's good side during WW2, where he helped US government coordinate Operation Underworld, where Mafiasos were used to counter Nazi spy and sabotages. Lansky also broke up pro-Nazi rallies in Manhattan. In the end, he was more of an accountant than a gangster, and never worth that much himself. He merely managed mobster's money very well.

Are math skills enough to bring Lansky success in a world of violence and mob politics?

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