Stormy, Husky, Brawling,

City of the Big Shoulders

Raymond Chandler III

Emily R. Dearring

Chicago

Hog Butcher for the World,
Tool Maker, Stacker of Wheat,
Player with Railroads and the Nation's Freight Handler;
Stormy, husky, brawling,
City of the Big Shoulders:

They tell me you are wicked and I believe them, for I have seen your painted women under the gas lamps luring the farm boys.
And they tell me you are crooked and I answer: Yes, it is true I have seen the gunman kill and go free to kill again.
And they tell me you are brutal and my reply is: On the faces of women and children I have seen the marks of wanton hunger.
And having answered so I turn once more to those who sneer at this my city, and I give them back the sneer and say to them:
Come and show me another city with lifted head singing so proud to be alive and coarse and strong and cunning.
Flinging magnetic curses amid the toil of piling job on job, here is a tall bold slugger set vivid against the little soft cities;
Fierce as a dog with tongue lapping for action, cunning as a savage pitted against the wilderness,
Bareheaded,
Shoveling,
Wrecking,
Planning,
Building, breaking, reBuilding,
Under the smoke, dust all over his mouth, laughing with white teeth,
Under the terrible burden of destiny laughing as a young man laughs,
Laughing even as an ignorant fighter laughs who has never lost a battle,
Bragging and laughing that under his wrist is the pulse, and under his ribs the heart of the people,
Laughing!
Laughing the stormy, husky, brawling laughter of Youth, half-naked, sweating, proud to be Hog Butcher, Tool Maker, Stacker of Wheat, Player with Railroads and Freight Handler to the Nation.

~ Carl Sandburg (1914)

City of the Big Shoulders

A game by: Raymond Chandler III
Illustration & Design by: Emily R. Dearring

Edited by: Jan Bednarczuk & Ted Dickinson
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ParallelBoardGames.com @ParallelSpiel ParallelBoardGames

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Game Overview

After the great Chicago Fire of 1871, the people of Chicago set out to rebuild their once-great city. Over the next 50 years Chicago experienced an economic golden age, making such great progress that it hosted the World's Columbian Exposition in 1893, followed not long after by a celebration of its Century of Progress at The World's Fair in 1933.

Many of the household brands we've come to know and love today had their start in Chicago during this time period; Oscar Mayer, Quaker Oats, Swift & Co, Armour & Co, Schwinn Bicycles, Cracker Jack, and many others made a home here in this tall, bold slugger.

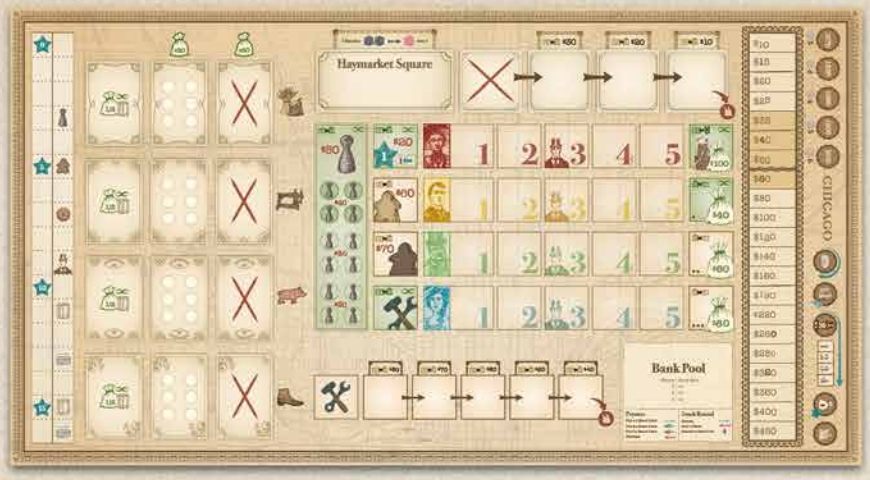
In City of the Big Shoulders you will take on the role of an investor. You will start new companies, trade in shares, hire employees, equip factories, produce Goods and sell them to be delivered to homes across the Midwest.

You will experience Chicago's rebirth over five Decades. Each Decade consists of five unique phases: A Stock Phase in which you buy and sell stock; a Building Phase in which you place new action spaces on the board; an Action Phase in which you send out your Partners across the city to make deals on behalf of your companies; an Operating Phase in which your companies buy resources, produce Goods, and ship them out of Chicago; and finally a Cleanup Phase in which the board is set up for the following Decade. At the end of the fifth Decade, the game ends. You then exchange shares that you have purchased over the course of the game for cash and tally your money to determine who is Chicago's greatest resident, the winner of the game.

Game Objective

The goal is simple: Get as rich as you can, as fast as you can. You start the game with a small amount of money. Over the course of the game you will use your personal money to start new companies and to invest into companies belonging to other players. As those companies grow they will Pay Dividends to the players who hold shares in them; accordingly, the value of those shares will improve. You will then use that money to purchase more shares and the cycle repeats throughout the game. At the end of the game, you will sell your shares to the bank according to each company's final share value. Then the player with the most money wins the game.

Components



1 Game Board

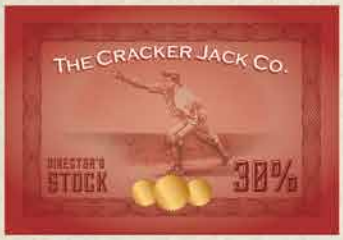


4 Players Aids

Red, Blue, Green, Yellow



10 Company Charters



15 Director's (30%) Stock Certificates

1 Per Company



30 Company Tokens

2 Tokens Per Company

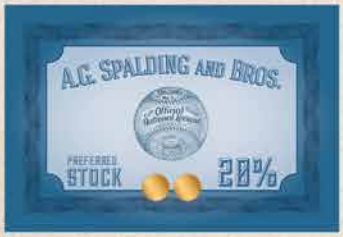


24 Partner Meeples

6 Red, 6 Blue,
6 Green, 6 Yellow

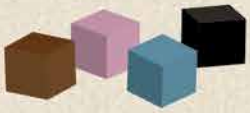


1 Decade Marker
1 Phase Marker



15 Preferred (20%) Stock Certificates

1 Per Company



70 Resource Cubes

20 (Pink) Livestock
18 (Blue) Steel
16 (Brown) Wood
16 (Black) Coal



10 Appeal Bonus Goods Tokens





75 Common (10%) Stock Certificates

5 Per Company



1 Resource Bag



24 Demand Tiles

6 of Each Level 1–4



44 Building Tiles
12 Era I Buildings
16 Era II Buildings
16 Era III Buildings





16 Capital Assets



Priority Deal Marker



60 Goods Tokens



50 Workers



20 Sales People



20 Managers



30 Automation Tokens



40 $500 Bills
($20,000)



40 $100 Bills
($4,000)



60 $25 Bills
($1,500)



40 $10 Bills
($400)



40 $5 Bills
($200)



40 $1 Bills
($40)

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Game Setup

1. Place the game board on the table and place the Decade marker on the Decade marked 1875 on the game board.

2. Place the Phase marker on the Stock Phase space on the game board.

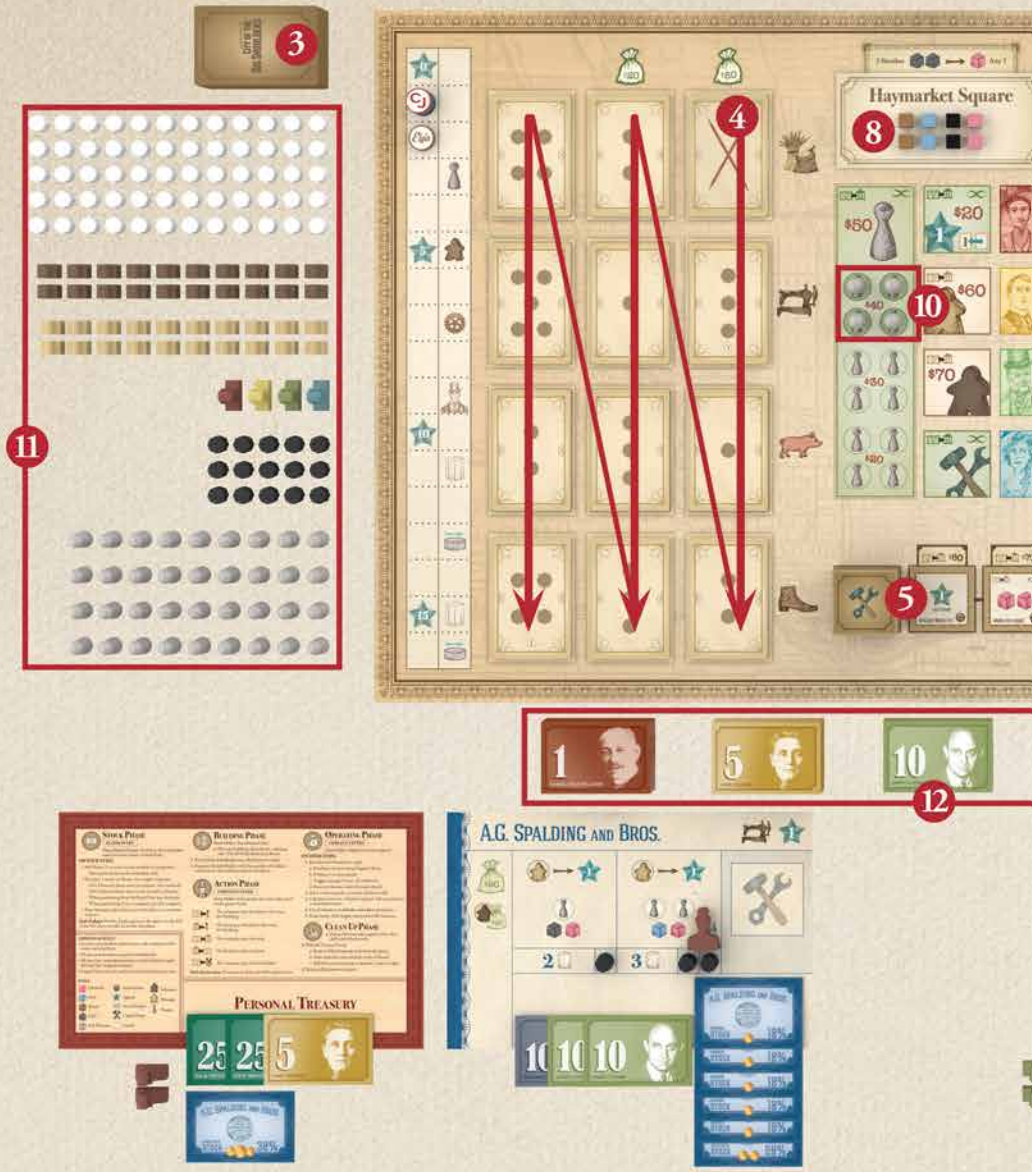
3. Separate the 24 Demand Tiles into 4 separate piles of 6 tiles, based on the number of pips on the back of each tile. Shuffle each pile separately. Place the #4 pile face down next to the game board. Place the #3 pile face-down on top of the #4 pile. Repeat this for the #2 and #1 piles to form a single face-down Demand deck. Place this deck somewhere near the left side of the board.

   2 Player Games: Remove all the Demand Tiles labeled for 3 and 4 players as indicated on the bottom of the tiles.

   3 Player Games: Remove all the Demand Tiles labeled for 4 players as indicated on the bottom of the tiles.

   4 Player Games: Play with all the provided Demand Tiles.

4. Starting with the top-right space in the Demand Area fill each column as shown, by drawing cards from the Demand deck and placing them face up on each space.



5. Separate the 5 starting Ⓢ Capital Asset tiles from the rest. Place the Capital Asset titled "Brilliant Marketing" onto the $80 space, then shuffle the remaining 4 tiles and randomly place them face-up on the spaces labeled $40 through $70. Finally, shuffle the remaining Capital Asset tiles into a single deck and place them on the Capital Asset deck space on the game board.

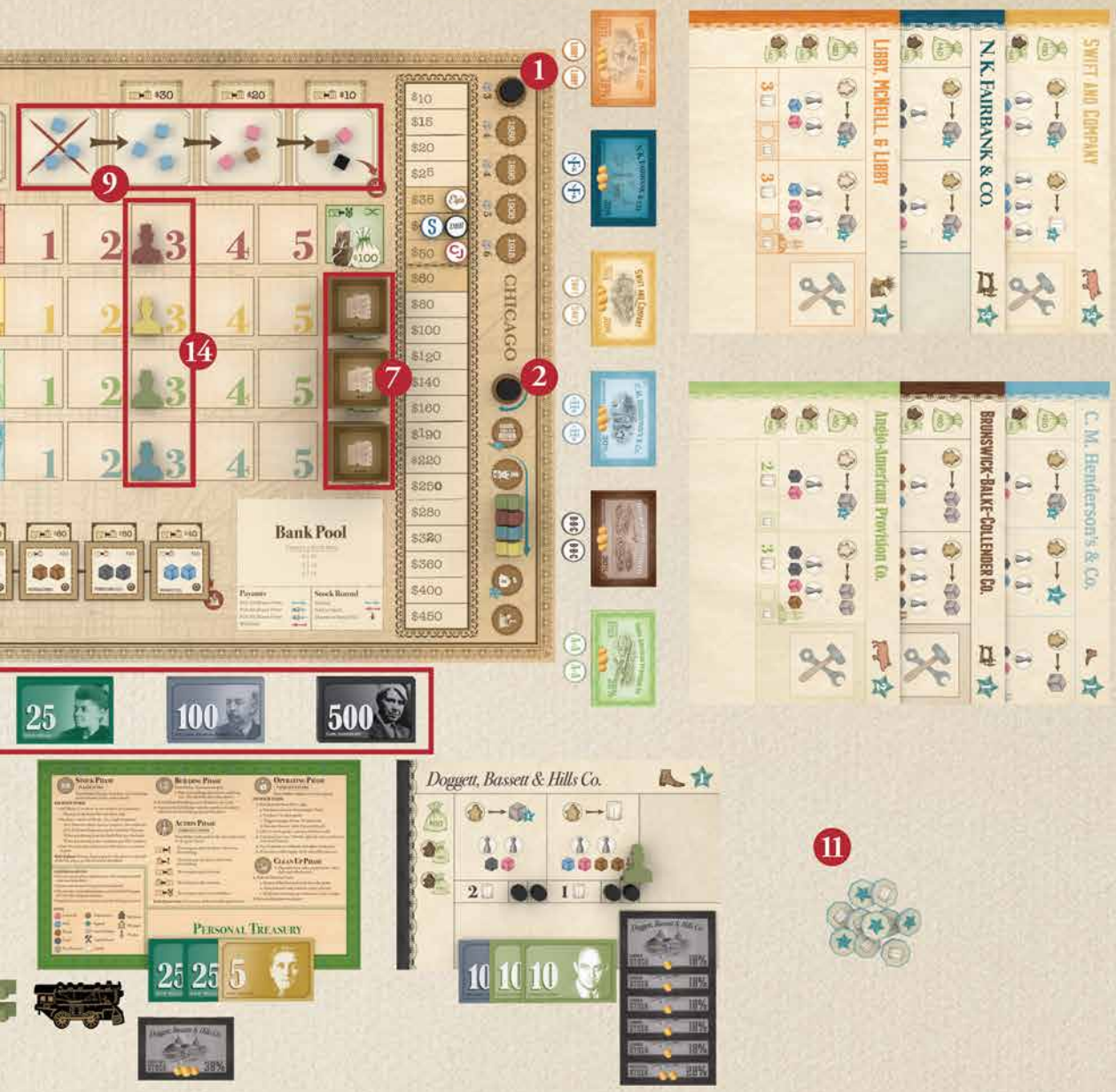


7. Separate the Buildings according to their era (as listed by the pips on the back of the tiles) into 3 separate Building decks. Then shuffle each deck and place each of them on the appropriate draw deck space on the game board.

   2 Player Games: Remove all of the Buildings labeled for 3 and 4 player games as indicated on the bottom of the tiles.

   3 Player Games: Remove all of the Buildings labeled for 4 player games as indicated on the bottom of the tiles.

   4 Player Games: Play with all the provided Buildings.



8 Set aside two resources of each type and place them on the Haymarket Square space on the game board. Then place all remaining resources in the bag.

9 Give the bag a good shake. Then draw 3 resources from the bag and place them onto each resource space near the top of the game board, including the space marked with an X.

10 Place 4 Workers on the 4 darkened Worker spaces on the Job Market near the $40 space.

11 Place the Workers, Managers, Salespersons, Goods and Automation Token supplies near the board within range of all players. Place the Extra Good Bonus tokens near the board.

12 Place the money from the bank near the board within range of all players.

13 Deal 3 Buildings from the Era I Building deck to each player.

14 Give each player $175 from the bank, a player aid and two Partners in their preferred color. Place one Partner of each player's color onto the 3rd empty space of the Building track.

15 Give each player a Stock Bump Guide. Then each player will choose their starting companies as described on page 12.

Component Overview

Demand Tiles

During the Operating Phase of each Decade, your company will sell Goods that it has produced to these Demand Tiles. The number of octagons on the Demand Tile indicates how many Goods can be sold to it.

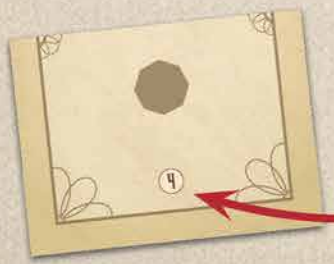


A maximum of three Goods can be sold to this Demand Tile.

This Demand Tile will be shuffled into the first pile.

The number of pips on the back of the Demand Tile indicates which pile this tile should be shuffled into during the game's setup. Tiles with fewer Goods spaces are available earlier in the game, and as the game progresses tiles with more Goods spaces become available. One of the Demand Tiles is marked with a red X, indicating that no Goods may be sold to it. This tile will be removed from the game board during the first Cleanup Phase of the game.





The number on the bottom of the tile indicates the minimum number of players required for this Demand Tile to be used in the game.

Capital Assets

During the Action Phase of each Decade, Your company may purchase Capital Assets to give it special abilities.



Capital Assets can be activated as a free action on your turn either during the Action Phase or when your company operates during the Operating Phase. Additionally, when your company purchases a Capital Asset it will receive an immediate one-time bonus indicated by the icon in the bottom right. Any company may purchase Capital Assets (and receive their immediate one-time bonus) but only some companies have the space available for repeated use of their longer-term benefits.

Some Capital Assets require your company to pay a fee to the bank, this is indicated in the top, left corner on each tile.

The cost of using a Capital Asset on your turn is always listed in the top, right corner.



The immediate bonus of each Capital Asset is always shown in the bottom, right corner.

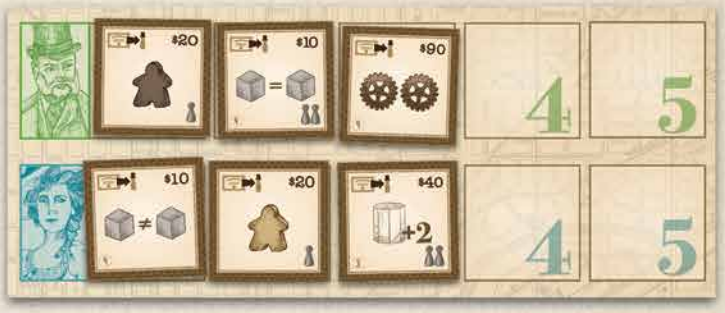
The (S) on the back of the tile indicates that the tile is available from the start of the game.

The abilities of each Capital Asset are listed in the reference section at the end of this rulebook.

Buildings

During the Building Phase of each Decade, you will have a hand of three Buildings. You will select one Building and place it face down on the game board in the lowest-numbered available Building space of your color. You will then choose one Building from your hand to discard face-down from the game. This will leave you with one Building that you will keep with you until the next Building Phase.

During the Action Phase, Buildings become action spaces where players may send their Partners to take actions on behalf of their companies.

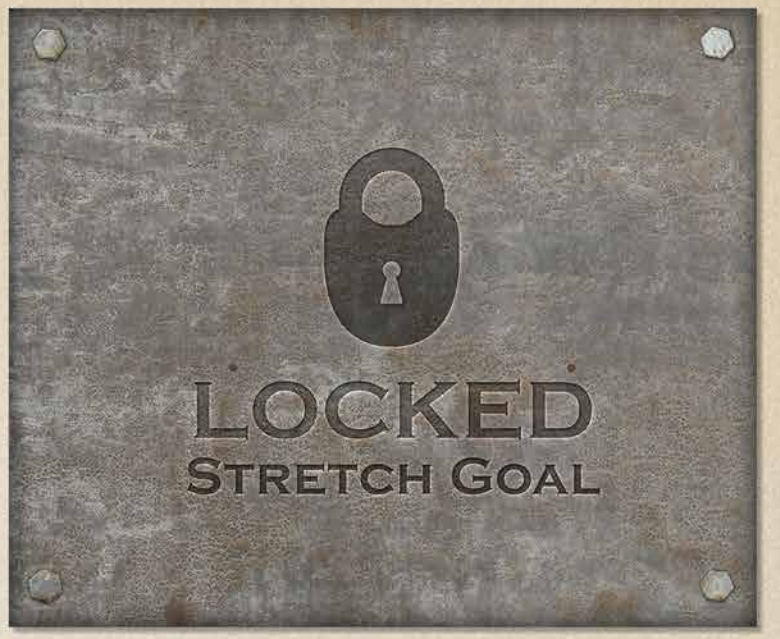


Once all players have selected their Buildings, all of the Buildings will be turned face up. The number of Workers indicated in the bottom right of each tile represents the number of Workers that will be added to the Job Market area on the game board.

The pips on the back of each Building indicate the deck the Building should be shuffled into during game setup.



The abilities of each Building are described in the reference section at the end of this rulebook.



The Appeal Track

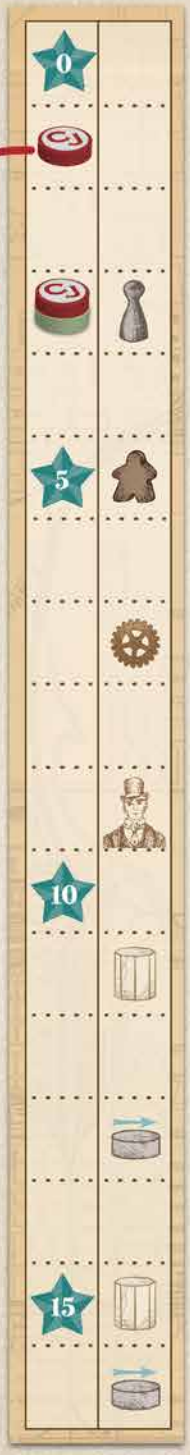
When you start a company you will place one of your company tokens on the Appeal Track, according to the starting Appeal indicated on that Company's Charter.



The Appeal Track Continued

Over the course of the game, you will increase your company's Appeal by moving its token along this track.

Appeal determines turn order during the Operating Phase. The company with the highest Appeal will go first, followed by the company with the second highest, and so on until all companies have operated. Appeal markers are stacked on top of each other when occupying the same space. When this happens, the Appeal marker on top will go first, followed by the company directly below it, and so on.



When your company raises its Appeal, and enters a space occupied by at least one other company, place your company's Appeal marker on top of your competitors' Appeal markers in the same space.

Sometimes, when a company gains Appeal and enters a new Appeal space, that company will receive one of several various Appeal Bonuses, which are described to the right. All Appeal Bonuses are gained immediately. If the company cannot receive the bonus, or does not wish to gain the bonus, it may take $25 from the bank into its treasury instead.

Later in the game you may find yourself operating 2 or 3 different companies. You may never give a bonus that one company gained to another company.

Appeal Bonuses



Gain a Worker: Your company may gain a single Worker from the General Supply. This Worker may be placed in any factory on that company's Charter.



Automation: Your company may automate a Worker within one of its factories, by moving the left-most automation token below that factory to any Worker space in that factory which currently has a Worker employed. The Worker automated in this way may be moved to to any other open Worker space within the same company. Otherwise the Worker is returned to the Job Market on the Game Board. If the Job Market is full the Worker returns to the General Supply.

You may choose any factory in your company to automate; but each factory must automate its Workers from left to right.

As you automate Workers you will sometimes uncover bonuses (hidden by the automation tokens) which produce additional goods for you.

Gain a Salesperson: Your company may gain one Salesperson from the General Supply and place them in the topmost Salesperson space on its Charter.



Extra Good Production: Your company may gain an Appeal Bonus Goods token. At the end of that company's production step, during the Operating Phase, it immediately produces 1 Good.



When your company Appeal token enters the Extra Goods bonus space, immediately add an Appeal Bonus Goods token to your Company Charter. This will indicate that you should receive an additional Good each time your company operates.



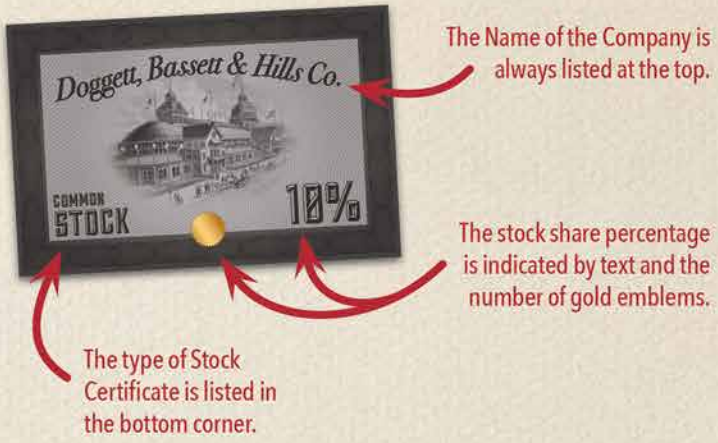
Stock Value Increase: Your company may increase its share value one step along the Stock Track.

Gain a Partner: You immediately receive one additional Partner. This new Partner may be used in the same Action Phase it is acquired in. This bonus can only be gained once per player.

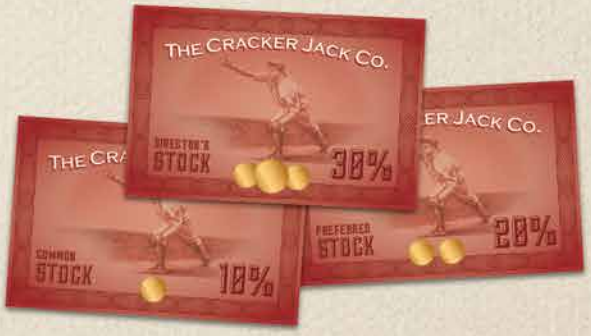


Stock Certificates

City of the Big Shoulders is an 18xx-style stock manipulation game. A large part of the gameplay is based on investing in the right companies at the right time. You can invest into your own companies **and your opponents' companies**. When you invest into a company, you will own part of that company. When that company "operates" during the Operating Phase it will Pay Dividends to you based on the number of shares you hold in that company.



Each company in the game has 10 shares. Each share is worth 10% of the company. You will track who owns which shares using Stock Certificates. There are three kinds of Stock Certificates:



The first is the Director's Certificate, which is owned by the player who controls the company. The player who starts a company becomes its first Director. This special certificate is worth 3 shares, or 30% of the company.

The second kind of certificate is the Common Certificate. This certificate is worth 1 share, or 10% of the company, and can be owned by anyone.

The last kind of certificate is the Preferred Certificate. This special certificate is worth 2 shares, or 20% of the company.

You cannot own both the Director's Certificate and the Preferred Certificate in the same company. Additionally, you must buy a Preferred Certificate "outright" in a single action. That is to say, if you own a Common Certificate in the company, you cannot purchase another Common Certificate in that company and then exchange the two Common Certificates for the 20% Preferred Certificate.

You may never own more than 60% (6 shares) of any one company.

The total number of Stock Certificates that you can own is limited. Thus, it is more advantageous to own Director and Preferred Certificates than to own Common Certificates. This restriction is called the certificate limit and can be found printed on the game board in the Bank Pool area. The certificate limit is based on the number of players, as follows:

Player Count	Certificate Limit
2	10
3	12
4	14

Basic Game: You may never sell the Director's Certificate. Once you start a company, you remain that company's Director until the end of the game.

Advanced Game: There are two ways in which it is possible to lose or give up Directorship of a company.

Give Up: You may sell the Director's Certificate if any single opponent owns 30% or more of your company.

Lose It: Your opponent can take over your company if they ever own more shares than you in that company.

When either of these conditions occurs, you must exchange your Director's Certificate for a combination of Preferred Certificates and Common Certificates that your opponent holds in that company and then you must give your opponent the Company Charter and **everything** on that Company Charter. This process is called a "Transfer of Directorship" and is described in more detail on page 15.

The Stock Track

The Stock Track keeps track of the share value of each company in the game. When you purchase one or more shares in a company, you will pay the corresponding amount shown on the Stock Track for each share you have purchased. Similarly, when you sell shares in a company, you will be paid the corresponding amount shown on the Stock Track for each share that you have sold.



When Stock Certificates are sold to the bank the share price of the company will decrease on the Stock Track for each share sold.

You can par (start) a new company at $35, $40, $50, or $60 a share–anywhere in the shaded area on the Stock Track.

When you start a company, you will set the company's initial share value by placing one of the company tokens on a share value space in the darkened area on the Stock Track.

When your company pays dividends less than its share value your company's share price does not move.

As your companies operate during the Operating Phase, you will adjust their share value on the Stock Track depending on whether you decided to have that company Pay Dividends to its shareholders, or Withhold the money in its treasury. When you choose to Pay Dividends your company will increase its share value. When you choose to Withhold or do not sell Goods your company will decrease its share value.

When you choose to Pay Dividends your company may single, double, or triple jump along the track depending on how much money is paid out.

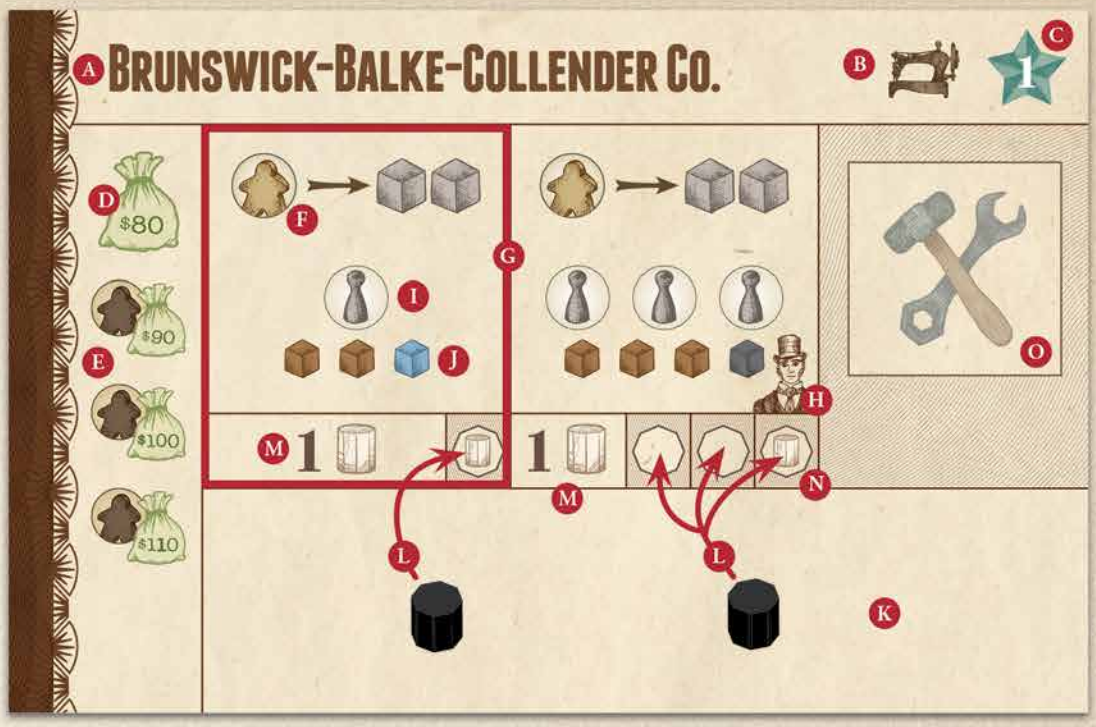
When you sell Stock Certificates to the bank during the Stock Phase, you will place those certificates into the Bank Pool and receive money from the bank in return. When you do this, the corresponding company's share value will decrease one step along the Stock Track for each share that you sold. Additionally, at the end of each Stock Phase, if your company stock is **completely owned by players** it will increase one step along the Stock Track.

Some Capital Assets and other bonuses in the game also affect the share value of companies in various ways.

Company Charters

A Company Charter is the game's representation of a company. Each Company Charter has a treasury. Here you will store any unsold shares in the company as well as the company's money, resources, and unsold Goods. There is no limit to the number of resources, money, or unsold Goods a company may keep within its treasury.

In the far left-hand column of this Company Charter is its sales department. The dollar amount in the topmost money icon represents the price this company will sell each of its Goods for. Hiring new Salespeople increases this amount.



- **A** The Company Name
- **B** The Type of Company:
  - Meat Packing
  - Dry Goods
  - Shoes
  - Food and Dairy
- **C** The company's starting Appeal
- **D** The sale price of each Good the company produces.
- **E** When a Salesperson is employed, the sale price of Goods it produces will increase. Salespeople are added from top to bottom.
- **F** When a Manager is employed, a special effect will occur each time that factory produces.
- **G** Each company consists of 2-3 factories, this block is the first factory.
- **H** If this is your first company, place a Partner here. The first time your company produces, in all of it's factories, you will receive this Partner.
- **I** The number of spaces indicates how many Workers are required to fully run this factory.
- **J** These are the resources this factory consumes to produce Goods.
- **K** This is the company treasury. Place all money, resources, unsold Goods and unpurchased shares here.
- **L** When starting a company, place black automation tokens on each octagon shown at the bottom of each factory.
- **M** This is the number of Goods this factory will produce.
- **N** Once this factory is completely automated, and the additional Goods symbol is revealed, this factory will produce an additional Good.
- **O** Capital Assets this company purchases will be placed here.

The star icon at the top right of this Company Charter is the company's starting Appeal. During the Operating Phase the company with the highest Appeal on the Appeal Track will have the first chance to purchase resources, operate factories, produce Goods, and sell Goods to market demand.

Factories for the company are displayed in the center. Each factory requires a specific number of Workers and resources in order to produce Goods. Companies produce Goods in their factories from left to right. In order to produce in your second factory, you must have produced in the first one. If you hire a Manager into your factory, that Manager's ability will trigger immediately after that factory produces Goods. Managers help your company produce more Goods, gain resources, or increase its Appeal.

On the right of this Charter are spaces where you can install Capital Assets. Capital Assets give your company various special powers. Some companies do not have any spaces available to keep Capital Assets. All companies may purchase Capital Assets for their immediate one-time bonuses, but if your company does not have space on its Charter for a Capital Asset then it cannot use that Capital Asset's ongoing abilities and must discard it immediately after purchasing it. Your company may discard its Capital Assets at any time. Additionally each Capital Asset may only be used once per Decade and they are described in more detail on page 34.

Starting Your First Company

Before each player starts their first company, each player should be given the chance to examine each Company Charter. Players should also familiarize themselves with the Demand Area on the board, their starting Buildings, and the resources available.

Randomly select a player who will have the first choice to start a company. Starting with that player and continuing **counter-clockwise** (i.e. to that player's right), each player **must** start a company of their choice by following the procedure as described in the Stock Phase section on page 14. In addition to the normal procedure, add one of your Partners to the last factory space on the Charter of your starting company.

The last player to choose a starting company should be given the Priority Deal marker. Then, starting with the player holding the Priority Deal marker, and continuing clockwise (i.e. to that player's left), place one of each player's Partners onto the Action Phase turn order track on the game board. The player with the Priority Deal marker places their Partner in the space labeled 1, the player to their left in the space labeled 2, and so on. The player who had first choice of starting a company will be last in turn order.



The red player has the Priority Deal marker so they will place their Partner on the first space. The blue player is to the left of the red player and will place their Partner on the second space.

Important Concepts About Money

In City of the Big Shoulders player money is independent from the money a company holds within its treasury. It may be useful to think about this in terms of having two different kinds of players: the players themselves, who take turns during the Stock and Building Phases of each Decade; and the Companies, which take turns during the Action and Operating Phases of each Decade.

When players invest into companies, their money transfers to the various companies' treasuries in exchange for shares in those companies. As Partners take actions on behalf of companies on the game board, the companies pay for the use of those actions.

During the Action and Operating Phases of each Decade, do not spend your personal money to take actions on behalf of your companies.

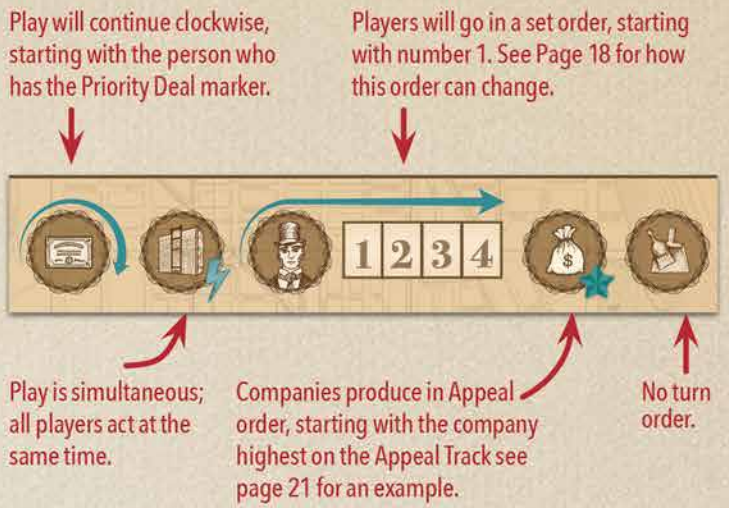
The money that is spent to take actions is always paid from the company treasury.

During your first couple of plays with this game, watch this very closely. Mixing money is the single most common mistake new players make in 18xx-style economic games.

Playing the Game

When setting up the game, please be sure to refer to the section, 'Starting Your First Company,' on the opposite page. As part of game setup each player **must** start a company.

There are different types of turn orders throughout the game. Each phase has the turn order indicated with the blue symbols next to the phase.





The Stock Phase

The first phase of each Decade is the Stock Phase. Starting with the player holding the Priority Deal marker and continuing clockwise, each player may do any or all of the following, in order:

1. Sell Stock (as many as you want)
2. Then Buy Stock (one certificate)

OR:

- Start a new company (after the first Decade)
- Decline to perform a stock action.

Selling Stock

On your stock action, you may sell any number of Stock Certificates from any number of companies to the bank. When you do, you will receive from the bank an amount equal to the number of shares sold multiplied by the current share value as indicated on the Stock Track for that company. Then you will place the Stock Certificates sold in this manner into the Bank Pool area next to the Stock Track on the game board.

Finally, each company's share value decreases once along the Stock Track for **each share** that you sold in that company. Thus, selling a Preferred Certificate causes that company's share value to decrease twice. In the advanced game, selling the Director's Certificate causes the company's share value to decrease three times.



Basic Game: The Director of the company may never sell the 30% Director's Certificate.

Advanced Game: The Director of the company may not sell the 30% Director's Certificate unless an opponent also owns 30% or more of the company. If they do, this will trigger a Transfer of Directorship (see Page 15 for details.)

BUYING STOCK

After choosing whether or not to sell stock, you may purchase **one and only one** Stock Certificate from the bank or from any company.

When you purchase a Stock Certificate from the bank, you pay the bank for it. When you purchase a Stock Certificate from a company, you pay that company for it.

Once you have sold stock in a company, you may not purchase any other stock in that same company for the remainder of the Decade. However, in the next Decade you may purchase shares in that company once again.

You may purchase the 20% Preferred Certificate as a single action. If you do, you must pay twice the current share value for it. You may NOT do this for a company in which you are currently the Director (i.e., you own the 30% Director's Certificate).

You may NOT purchase more than six shares (60% ownership) in any one company.

STRATEGY TIP: Typically, stock value will increase during the course of the game. If given the option to either keep your personal money at the end of a Stock Phase, or the option to buy another share, you should almost always purchase a share even if that company is controlled by an opponent. That share will pay you money when that company operates and pays dividends. It will probably increase in value between Decades as well. Money in your hand will not do that. Thus, the better investment is to buy shares in something, even if it's not the best company in the game. You can always sell it later.

PROCEDURE FOR STARTING A COMPANY

1. To start a company, select a Company Charter not yet in play. Determine the initial share value for this company by placing one of the company tokens on a darkened Share Value space ($35, $40, $50, or $60) on the Stock Track.

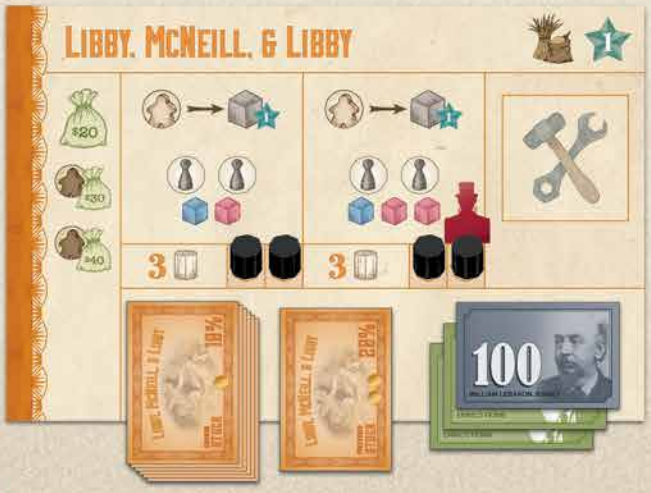


2. You must purchase the 30% Director's Certificate by paying 3 times the initial share value of the company, which you set in the previous step. Anytime you purchase shares, including when you start a company, you always pay from your **personal treasury** and place that money directly into the company treasury. Once purchased, place the 30% Director's Certificate into your play area.

At the start of the game, players do not have enough money to start a company at $60 per share. Later in the game, however, a player can par a new company at $60!

For example, if you start a company at a $40 initial share value, you will pay $120 from your personal money into that company's treasury in exchange for the 30% Director's Certificate. If you do not have $120 to purchase the certificate, you cannot start the company at that share value.

3. Place the Company Charter in the play area in front of you. Then place a company token on the Appeal Track as indicated by the star icon in the top-right corner of the Company Charter. Next, take Automation Tokens (black octagons) from the General Supply and place them on the octagonal spaces at the bottom of each factory listed on your Charter.



Here is an example of a starting company that is set up and ready to play.

Libby, McNeill and Libby was started by the red player with a par value of $40 per share, thus $120 was added to the company treasury from the red player's personal treasury.

Declining To Perform a Stock Action

If you do not want to perform a stock action, you may decline to take an action. Doing so does not prevent you from taking a future action on the same phase in the same Decade. The stock phase will end only once everyone has passed their turn in succession. Once that happens, the phase immediately ends and the Priority Deal marker passes to the left of the last player that performed a stock action other than passing.

At the end of the Stock Phase the Priority Deal marker passes to the left of the last player that performed a stock action.

Transfer Of Directorship (Advanced Game Only)

In the basic game, the Director is defined as the player who starts the company, regardless of how many shares are owned by other players. In the advanced game, the Director of a company is defined as the player who owns the most shares in that company.

In the advanced game, it is possible for the Directorship of a company to pass between players. This can occur either when you sell your shares in a company in which you are the Director and you now own less than one of your opponents; or it can happen when your opponent buys a share and now owns more than you do. In either case, the Directorship transfers between you and your opponent.

To perform the transfer, you must give your Director's Certificate to the opponent who now owns more shares than you do. In return, they will give you either the Preferred Certificate (if owned) and a Common Stock Certificate, or three Common Stock Certificates. Then you must give the Company Charter and <u>everything</u> on the Company Charter to that opponent. Your opponent is now the Director of that company and is responsible for performing actions on behalf of that company during the Action Phase, and for determining how that company operates during the Operation Phase.

If you lose Directorship of your company, and two of your opponents are tied in their control (i.e. both own 30%), then the first opponent on your left becomes the company's Director.

Transfer of Directorship Continued

When you lose Directorship of your starting company, and have not yet gained the bonus from running all the factories in that company, place your bonus Partner into the Bank Pool. You will gain that Partner the next time any one of your companies produces in all of its factories.



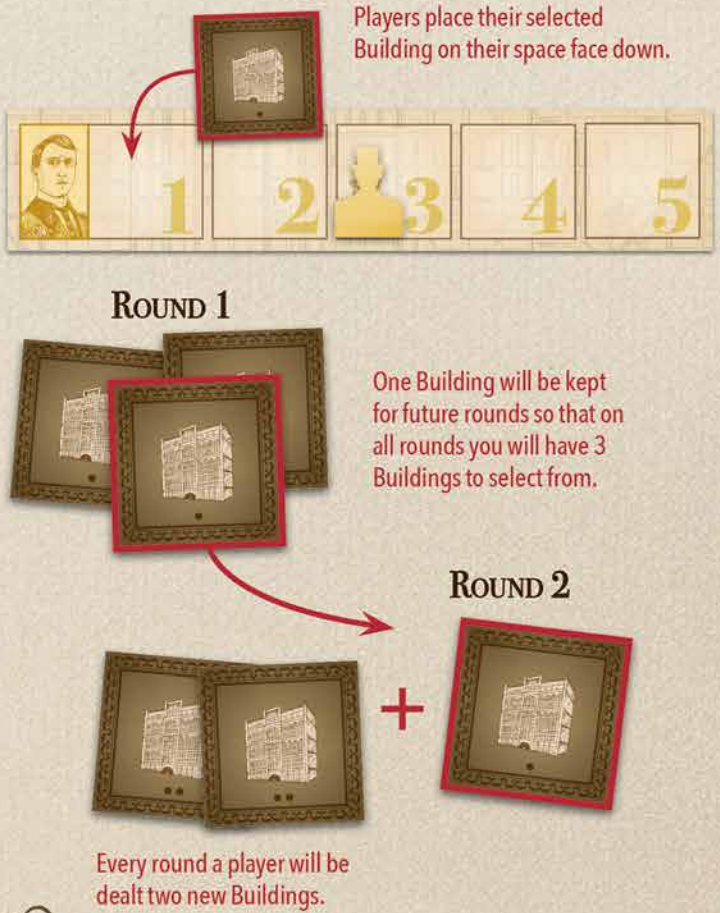
The Building Phase

While setting up the game, deal each player three Era I (single-pip) Buildings face-down.

At the start of the building phase in Decades 2 & 3, deal each player two Era II (double-pip) Buildings face-down.

At the start of the building phase in Decades 4 & 5, deal each player two Era III (triple-pip) Buildings face-down.

Then, each player simultaneously selects a Building they wish to play and places it face-down on the Building space matching their player color for the current Decade. Then they will remove one of the two remaining Buildings from the game (face-down), saving the last tile to potentially play in a future Decade.



The Building Phase Continued

Once everyone has placed a Building down on the board, turn them all face-up. Count the number of Workers indicated on the bottom right of each Building **played this round** and place an equal amount of Workers into the most expensive spaces in the Job Market area on the game board.



At the start of the game the four darker Worker spaces are covered with Workers.



3 Workers need to be added to the Job Market from the selection of Buildings the players have chosen during the first Decade.

When Workers are added to the Job Market, they are placed in the most expensive spaces first.

Once the Building Phase is complete, proceed to the Action Phase.



The Action Phase

Now that you've helped build small businesses around the city of Chicago, you'll be able to make deals with those businesses to help grow your company.

Starting with the player who is first in turn order, and continuing according to the Action Phase turn order track, each player will send one of their Partners to a Building location on the game board to perform its action. Play continues until all players have placed all of their Partners.



In this example, the red player will perform an action, followed by the blue player, green player and finally yellow player in turn.

You will start the game with just two Partners, but various events in the game allow you to gain more.

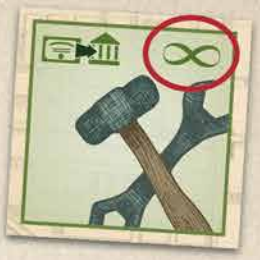
1. You will gain another Partner when you operate all the factories in the company you began the game with.
2. You will automatically gain a third Partner in the third Decade.
3. You will gain another Partner the first time one of your companies reaches the "Gain a Partner" bonus space on the Appeal Track.

You may only gain a new Partner once in each of these ways over the course of the game.

On your turn, you may send a Partner to any space on the board to perform an action on behalf of your company. This includes action spaces that are owned by the bank, by other players, or by yourself.

Important! Any costs for an action must be paid from your company's treasury, and not from your personal treasury. You will only spend money from your personal treasury to buy shares during the Stock Phase.

Some locations on the game board are marked with a green background and an infinity symbol. You, and your opponents, may use these action spaces multiple times, even if another player has already used the action earlier in the phase. All other Buildings may only be used once per Decade.



Your Partners are not directly coupled to any particular company and can be split however you want among companies in which you are the Director. When it is your turn you decide which company you are performing an action for. You are not required to use any of your Partners to perform actions. (However, failing to do so is probably not a good strategy!)

If you send a Partner to an action space you must perform the entire action if you are able to.

You may only perform an action on behalf of a company in which you are the Director (i.e., you hold the 30% Director's Certificate in the company).

If you own multiple companies, you may not use the funds from one company to perform an action for another company. Each company's treasury is independent from each other company's. Similarly, you cannot use the funds in your personal treasury to perform an action for your company.

YOUR COMPANY PAYS THE PLAYER: When you send a Partner to an action space belonging to another player, your company will pay that player for the use of that action.



When you send a Partner to an action space belonging to you, your company will pay you for the use of that action.

YOUR COMPANY PAYS THE BANK: When you send a Partner to an action space belonging to the bank, your company will pay the bank for the use of that action.



THE BANK PAYS THE PLAYER: Some action spaces indicate that the bank will pay the player who owns the Building for the use of that action. The exceptions to this are the Buildings that give your company a discount for purchasing Capital Assets.



> **NOTE:** Using these Buildings will cause the player who owns them to receive money from the bank, but your company will still need to pay to purchase the Capital Asset at the discounted amount indicated on the Building.

THE BANK PAYS YOUR COMPANY: Some action spaces indicate that the bank pays the company. These are fundraising spaces that help your company raise grants. These fundraising buildings get better over the course of the game.



YOUR COMPANY PAYS ITS SHAREHOLDERS: Finally, some action spaces indicate that the company will pay some amount of dividends to its shareholders. This is covered in more detail later in the rulebook.





In the example to the right, all the action spaces outlined in red will be available during the first action phase of the game.

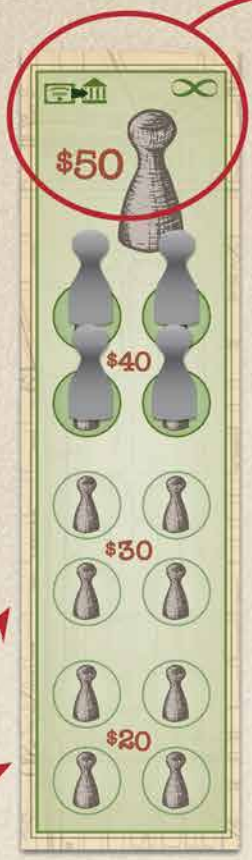
On the game board all spaces shaded in green and featuring the infinity symbol ∞ may be used by any player, any number of times.

General Action Spaces

Hire Workers

When you place a Partner here, your company may hire any number of Workers by paying the bank for each Worker it hires. The price of each Worker is listed within its group and is therefore dependent on how many Workers are available. If there are no Workers available, your company may still hire them by paying the bank $50 for each Worker it hires.

If there are no Workers available from the Job Market you may always hire them for $50 each from the General Supply.



This group of Workers will cost $30 each to hire.

This group of Workers will cost $20 each to hire.

Advertising & Start Player

When you place a Partner here and pay $20, increase your company's Appeal by 1 space on the Appeal Track. If this awards an Appeal Bonus for your company, that bonus is gained immediately. Appeal Bonuses gained in this way may be forfeited to gain $25 into your company's treasury instead.



Additionally, you may become the starting player for the Action Phase by moving your marker on the turn order track to the first space. The player who was previously first is now second, the player who was previously second is now third, and so on. This change in turn order takes effect **immediately**.

In this example the green player moves their Partner to the first spot, shifting the red player to second place, the blue player to third, and the yellow player will stay in fourth place.

The yellow player will then take their next action before the green player continues, starting the next sequence of actons.

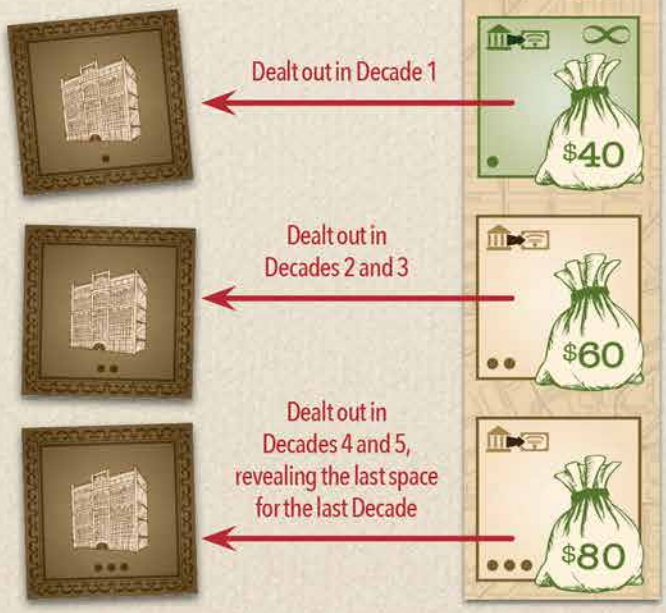


Fundraising

When you place a Partner here, your company may raise capital by taking the indicated money from the bank and placing it into its treasury. The first space is worth $40 and can be taken more than once, by any number of companies each Decade.

As the game progresses, additional Fundraising spaces will become available. These action spaces are worth higher amounts but may only be taken once each Decade. (See page 16 for more information.)

Note: In the first Decade, only the first Fundraising action space is available on the game board. In the third Decade, the second Fundraising action space will become available on the game board. In the fifth and final Decade, the third Fundraising action space will become available on the game board.



Hire Manager

You may spend $60 and place a Partner here to hire a single Manager.

When your company hires a Manager you may place them on any factory on your Company Charter. Each time a factory with a Manager successfully produces Goods, that factory will perform its Manager ability.



This Hire Manager action may only be taken once each Decade.

Hire Salesperson

You may spend $70 and place a Partner here to hire a single Salesperson.

Salespersons must be placed on the Company Charter in order from top to bottom. Salespersons increase the sale price of each Good your company sells during the Operating Phase.



This action may only be taken once each Decade.

Make a Capital Investment

When you place a Partner here, your company may purchase a Capital Asset from the available Capital Asset tiles on the game board. To do so, your company will pay the bank the amount indicated above the Capital Asset tile and then you will place that tile on the Company Charter. Each remaining Capital Asset shifts to the right and a new one is drawn from the deck and placed in the $80 space. This action may be taken more than once, by any number of companies, each Decade.



Some companies do not have the ability to keep Capital Assets, but every company may purchase them for their one-time ability. If the company does not have space, it discards the Capital Asset immediately.

If your company has room, you may place your newly purchased Capital Asset on your company's Charter. You may discard any Capital Assets owned by your company to make space available, even if your company previously used that Capital Asset in the same Decade.



When you purchase a Capital Asset, your company will pay the price indicated above the Asset to be purchased.



General Action Spaces — Capital Investments Continued

After purchasing a Capital Asset, your company immediately gains the one-time bonus as indicated at the bottom right of the Asset. The possible bonuses are:

Automate a Worker: You may choose which factory you wish to automate, however you must automate the Workers in that factory from left to right. Similarly, automation tokens within that Factory must be taken from left to right to replace the Workers above them. You may relocate a Worker automated in this way to any other available Worker space within the same company. Otherwise it is returned to the most expensive space available on the Job Market.



Hire a Worker: You may hire a Worker into your factory by taking that worker from the General Supply and place them on an available Worker space in a factory on your Company Charter.



Increase Your Company's Appeal:

Increase your company on the Appeal Track by the amount indicated on the tile. If this awards an Appeal Bonus to the company, that Bonus is gained immediately. Appeal bonuses gained in this way may be forfeited to gain $25 into your company's treasury instead.



If the Capital Assets deck is empty, it remains empty for the rest of the game.

Extra Dividends

You must have at least $100 in your company treasury for you to be able to take this action. When you place a Partner here your company may pay an immediate dividend of $10 per share to its shareholders. Your company then pays the bank $100 from its treasury, and each player who holds a share in your company will receive $10 for each share they own from the bank. Then your company will receive $10 for each share it still holds in its treasury from the bank. Finally, you will adjust your company's share price. (See page 26 for details.)



This action may be taken more than once, by any number of companies each Decade.

When you use this action, if your company's current share price is $50 or less its share price will advance forward two spaces along the Stock Track.

If your company's current share price is $100 or less it will advance its share price forward one space along the Stock Track.

If your company's current share price is more than $100 its share price does not move at all.



The Operating Phase

During the Operating Phase each company will "operate" from highest to lowest Appeal as indicated on the Appeal Track. When you operate your company it will purchase resources, produce Goods within its factories, trigger Manager abilities, sell Goods to meet market demand, Pay Dividends, and adjust its share value.

After each company has taken its turn, play proceeds to the Cleanup Phase to set up for the following Decade.

Turn Order

First, the company with the highest Appeal will take its entire turn, followed by the company with the second-highest Appeal, and so on until all companies have had a chance to take their turn. If two companies are tied, the company whose marker is on top of all other markers on that Appeal space takes its turn first.

When your company increases its Appeal and enters a space already containing another company's Appeal marker, your company's marker is placed on top of any other markers already in the space.



In the example above N.K. Fairbanks will operate first, followed by Cracker Jack and then Anglo-American.

Emergency Fundraising (Advanced Game Only)

In the Advanced Game, the very first thing your company may do on its turn during the Operating Phase is to issue(sell) shares to the bank to raise funds. This step is completely optional and is typically a desperate, emergency measure. Your company may issue one or more shares to the bank by transferring those shares from its company treasury to the Bank Pool area on the game board. Your company then receives an amount of money from the bank into its treasury equal to its current stock value (as indicated on the Stock Track) multiplied by the number of shares sold. Its stock value then decreases one step on the Stock Track for each share issued to the bank in this way. (See page 26 for details) Finally, the Chicago Stock Exchange penalizes your company by decreasing your company's share value one more additional step on the Stock Track.



As an example, if Cracker Jack is valued at $35 per share and you sell 2 shares to the Bank, you will then receive $70 from the bank.

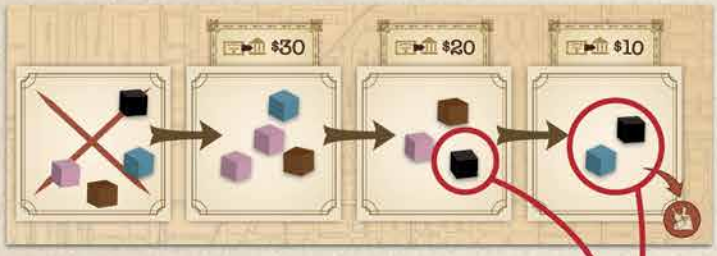
Emergency fundraising may only occur during the Operating Phase. If your company does not have shares in its company treasury it may not issue any shares to the bank.

Strategy Tip: If you are faced with the situation where you cannot produce or sell Goods because you lack funds during the Operating Phase, you should almost always choose to emergency fundraise. Even though your company's share value initially decreases for issuing shares, it is likely the company will increase its share value after it pays dividends to its shareholders at the end of its turn. Additionally, when the company operates and pays dividends, it will pay you money that you can use to buy more shares during the next Stock Phase. This may give you enough money to buy another share of this company, which in turn will give you a way to inject more capital into the company during the Stock Phase.

Purchasing Resources

During the Purchasing Resources step on your company's operating turn, your company may purchase one or more resources from the Supply Chain area on the game board. To do so, your company will pay to the bank the amount shown in the associated resource space for each resource it purchases from that space. This payment is **always** made from the company's treasury. You may then take the purchased resources from the Supply Chain area and place them into your company's treasury on your Company Charter.

Your company cannot purchase resources from the Supply Chain space labeled with the X. The purpose of this space is to forecast what resources will soon be available.

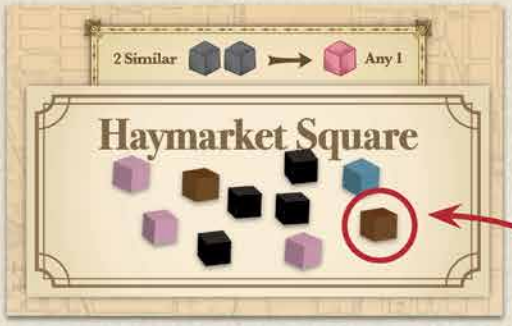


If your company needs two coal resources and one steel resource, your company will pay $40 to the bank for all three resources.

Trading at Haymarket Square

You may trade for any resources in Haymarket Square by exchanging two identical resources for 1 of any other resource currently available there. Your company may exchange resources in this way any number of times on its turn.

Your company may warehouse any number of resources, whether or not it uses those resources, from Decade to Decade.



Anytime during your turn on the Action or Operating Phase, you may exchange any two like resources for any one of the available resources in Haymarket Square.

Strategy Tip: It is often a good idea to buy all the resources from the $10 space, unless you want to prevent other companies from being able to purchase the resources they need to operate.

Production

After your company purchases its resources, it will enter the Production step. Starting with the leftmost factory on your Company Charter, each factory may produce Goods from left to right, **once and only once**, provided:

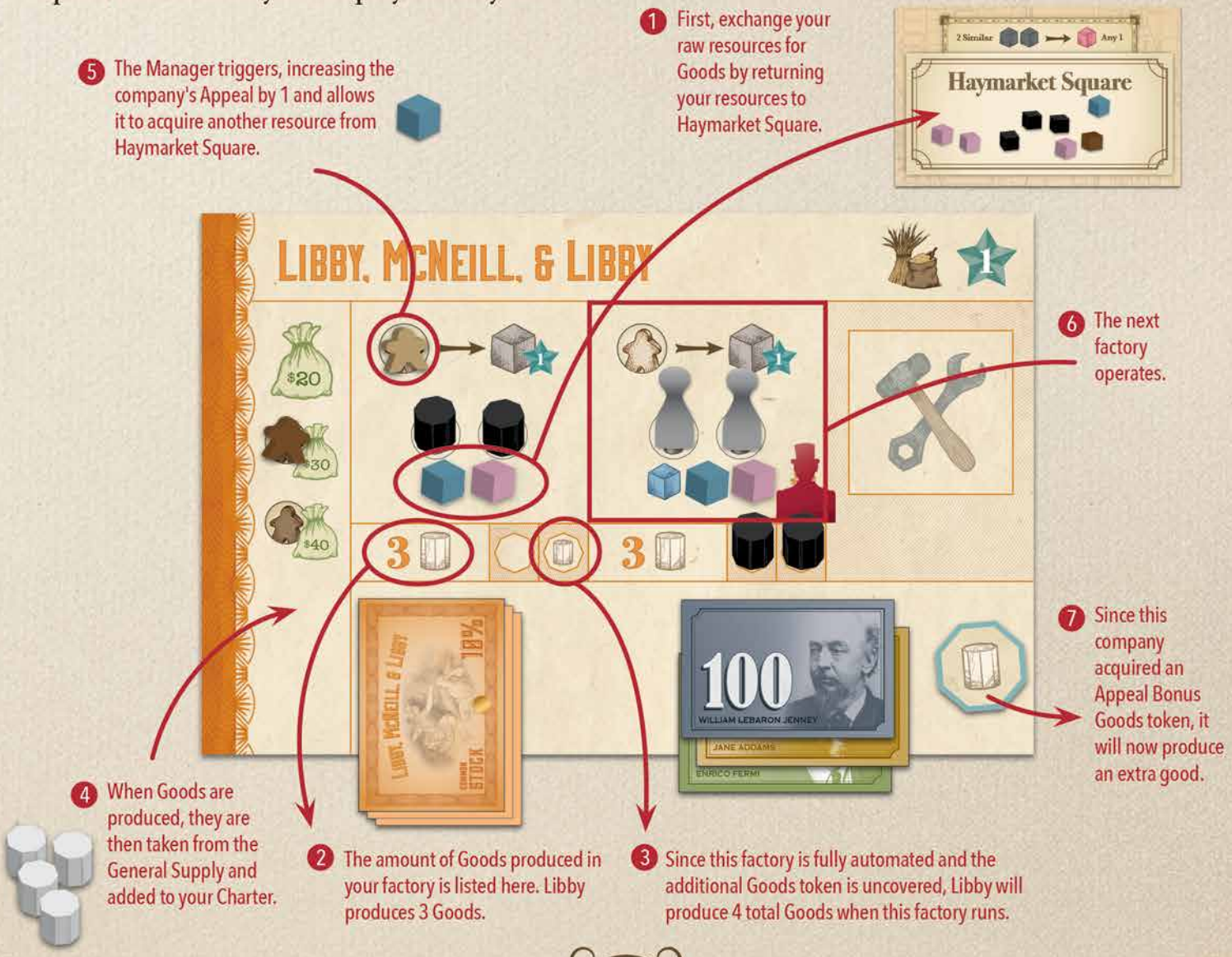
1. All the Worker spaces on the factory are occupied by Workers or Automation Tokens (or some combination thereof).
2. The company has all of the raw resources it needs to consume in order to produce the Goods in that factory.
3. All the factories to the left of the factory currently producing Goods have also produced during this company's turn.

In order for a factory to produce, you will first place the required resources from your company's treasury into Haymarket Square on the game board. Then you will take the number of Goods Tokens indicated below the factory, including from any automation bonuses, from the General Suppy and place them on your Company's Charter. Then, if your factory has a Manager, that Manager's ability immediately triggers. You may then produce in your next factory.

Your Manager's special ability triggers immediately after its factory produces. Not at the end of the Production step.

Finally after all your factories have produced, any Appeal Bonus Goods tokens that your company has acquired also produce one good.

You may opt to not produce any Goods, but if you don't sell any Goods this Decade your company will decrease in share value one step on the Stock Track during the Distribution step, as described in the next section.



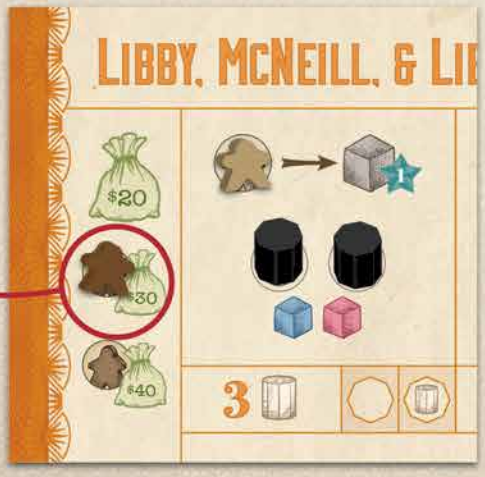
DISTRIBUTION

During the Distribution step, your company will sell its Goods by placing them on one or more Demand Tiles on the game board. Your company may sell any number of Goods to Demand Tiles anywhere in the row matching the type of Goods that your company produces. Your company may keep any Goods it does not sell until the end of the game.



Each Demand Tile has a limited number of Goods that can be sold to it. Your company cannot sell Goods on a Demand Tile if all the demand spaces on the Demand Tile have been filled.

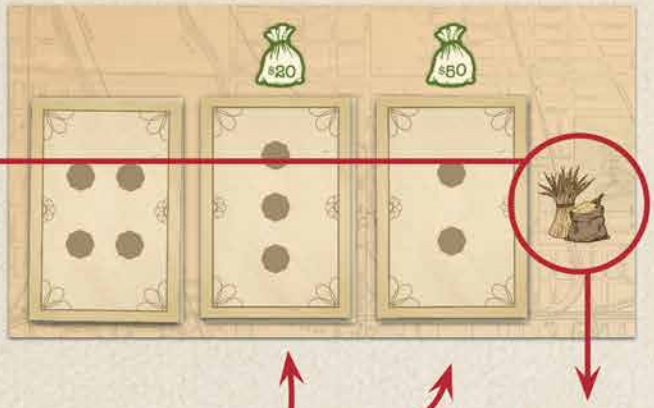
The value of each Good your company sells is determined by the amount listed on the left of your Company Charter. If your company has hired one or more Salespeople then the value of each good you sell increases as indicated on your company's Charter.



Libby has employed one Salesperson, thus when their Goods sell, each good will be valued at $30 each, instead of the initial value of $20.

If you fill the last space on a Demand Tile in the middle column, you will get a $20 bonus, which is added to the total profit after selling your Goods.

If you fill the last space on a Demand Tile in the right column, you will get a $50 bonus, which is added to the total profit after selling your Goods.



Sell Goods, by placing tokens on the darkened, octagonal, spaces on each Demand Tile.

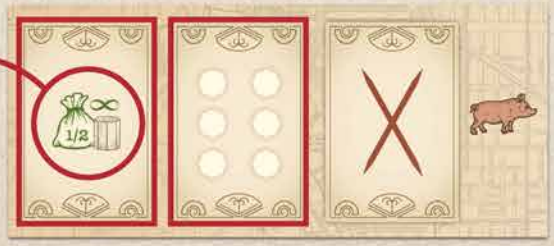
Your company can only sell Goods to the Demand Track (row) matching your company's industry.

When your company fills the last space on a Demand Tile, it will receive a bonus to its revenue. Completing a Demand Tile in the rightmost column awards $50. Completing a Demand Tile in the middle column awards $20. There is no reward for completing a Demand Tile in the leftmost column. If your company completes the demand for both the rightmost and middle tiles, it receives both bonuses.

As your company sells its Goods, you should keep a tally of the total amount of revenue your company gains, but DO NOT take any money from the bank.

If you deplete the Demand Tile Stack, do not reshuffle the tiles, but reveal the spaces shown below on the gameboard. You may sell to the two available spaces indicated but not to the space with the red X.

This symbol indicates that any Company may sell an unlimited amount of (meat packing) Goods to this space for half their value.



Pay Dividends

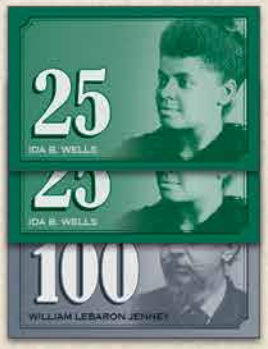
After your company has sold all of its Goods and determined its operating revenue you will decide what it will do with that revenue. Your company may either Pay Dividends or Withhold its earnings. Money that is earned either by Withholding or by Paying Dividends comes from the bank, representing the revenue earned from selling Goods to the consumer market.

If your company has failed to sell any Goods this Decade, then your company must Withhold.

If your company chooses to Pay Dividends, first calculate your per-share earnings, which are one-tenth of the revenue your company just earned.

If your company's total revenue is not evenly divisible by 10, it is rounded down.

Total Revenue ÷ 10 Shares = Per Share Earnings



If your company earned $150 from the goods it sold and from its bonuses, then determine your per-share earnings by taking the total revenue ($150) and divide it by 10. $15 is the per-share earnings.

Once you have calculated your company's per-share earnings, announce to the other players that your company is paying a dividend to its shareholders, and what the per-share earnings are. For example, announce: "Spalding is paying $15 per share."

Then each player will take an amount of money equal to the company's per-share earnings from the bank into their personal treasury for each share that they own of that company.

We recommend that players take the dividends they have earned from the bank simultaneously.



If you own 4 shares in Spalding you (the player) would take $15 from the bank four times ($60) and place it in your personal treasury.



Another player owns 2 shares in Spalding so they will take $30 from the bank and place it in their personal treasury.

Finally, for each share remaining in your company's treasury, take an amount of money equal to the company's per-share earnings.

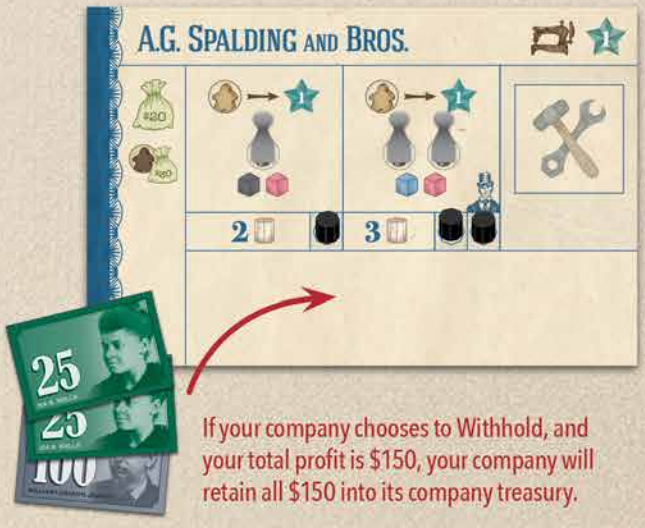


Since Spalding still has 4 unsold shares in its company treasury, you would then take $15 four times ($60) from the bank and place it in the company treasury.

Shares in the Bank Pool do not pay any players or your company. The bank pays itself for the shares that it owns.

Withholding:

If your company chooses to Withhold its earnings, then no players will receive a share of the revenue it generated this Decade. Instead your company will retain 100% of its earnings.



If your company chooses to Withhold, and your total profit is $150, your company will retain all $150 into its company treasury.

Adjust Stock Value

After your company has decided whether it will Pay Dividends or Withhold its earnings, and thus either paid its shareholders or captured its revenue into its treasury, you will adjust its share value on the Stock Track.

If your company chooses to Pay Dividends it will have an opportunity to advance its share value on the Stock Track. If your company pays out at least its current share value, as indicated by its current position on the Stock Track, then it will increase one step along the Stock Track.

Cracker Jack is valued at $20 per share and paid out a total of $30. Since Cracker Jack paid out more than its current share value, but not more than twice its share value ($40), it will advance one space on the Stock Track.

N.K. Fairbanks is valued at $40 per share and paid out its total revenue of $120. Since the amount paid is three times the current share value, N.K Fairbanks would have advanced 3 times on the Stock Track. Unfortunately, it is behind the $60 threshold line, so it will advance two spaces instead.

Anglo American is currently valued at $100 per share and paid out a total of $300. Since Anglo American paid triple its current share price, and it has crossed the $60 threshhold, it will advance 3 times along the Stock Track.

A.G. Spalding is currently valued at $220 per share and paid out a total of $200. Since Spalding paid out to its shareholders, but did not pay out at least its current share value, it will not move on the Stock Track.

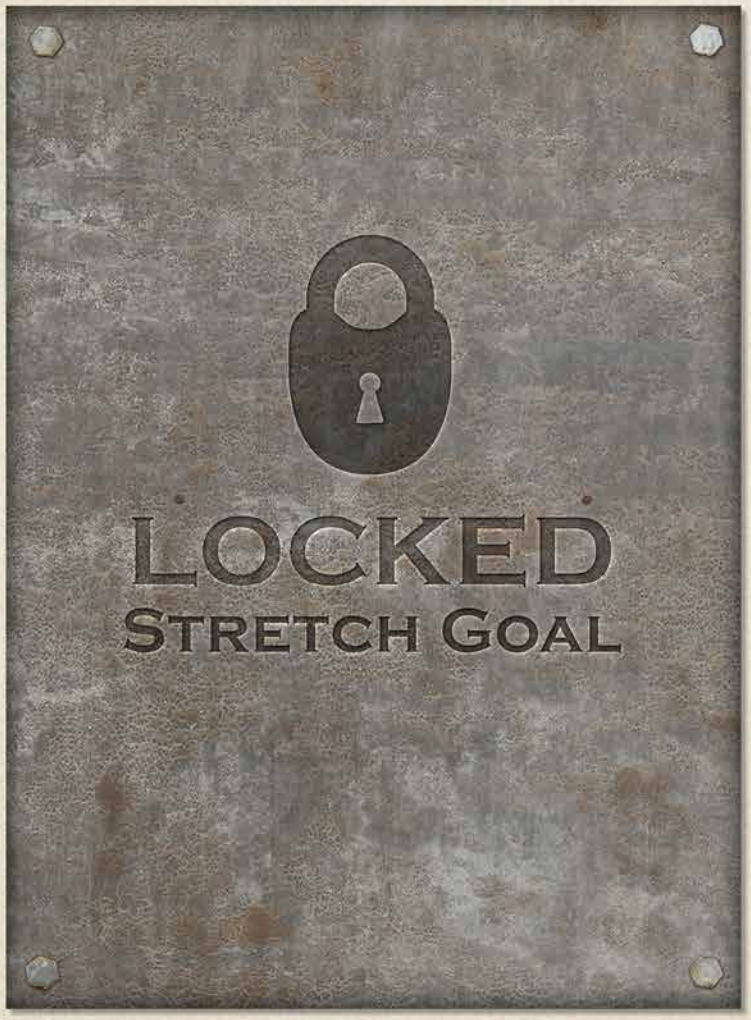
Elgin is currently valued at $360 per share but the player for Elgin decided to Withhold its earnings. Since Elgin did not pay out, it will move back one step on the Stock Track.



If your company pays out at least twice its current share value, it will increase its share value two steps along the Stock Track. If it pays out at least three times its current share value, and its current share value is $60 or higher, it will increase its share value three steps along the Stock Track. If your company did not pay at least its share value, it will not advance along the Stock Track and will remain where it was at the start of the Decade.

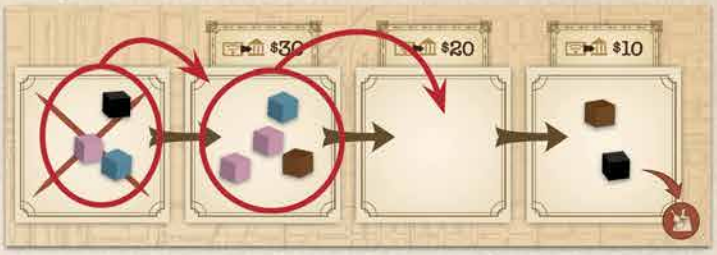
If your company chooses to Withhold its earnings, then regardless of how much money the company has earned this turn, its share value will decrease, moving one step backwards along the Stock Track.

Not selling any Goods causes your company to Withhold and thus causes your company's share value to decrease as a result.



End of Company Turn

At the end of each company's turn, if one or more spaces within the Supply Chain area is completely empty, shift all resources to the right, towards the lower-valued spaces.



1. Check if the $10 resource space is empty. If it is, shift all the resources from the $20 space into the $10 space.
2. Check if the $20 resource space is empty. If it is, shift all the resources from the $30 space into the $20 space.
3. Check if the $30 resource space is empty. If it is, shift all the resources from the X space into the $30 space.
4. Finally, draw a number of resources from the bag equal to the number listed from below the Decade marker on the game board and place them in the space marked with the red X.

The amount of resources drawn from the bag each Decade is indicated beneath the Decade Track.



In this Decade, players should draw 5 resources from the bag.

Repeat this process from the very beginning until all the spaces in the supply chain hold resources. You should never move resources from a higher valued space into a lower valued space, unless that lower valued space is empty.

If at any time you attempt to draw resources from the bag, and the bag is empty then place all the resources from Haymarket Square into the bag and continue drawing normally. Once you are finished draw 2 of each resource from the bag and place them on Haymarket Square.



Cleanup Phase

During the Cleanup Phase, the game board is reset for the following Decade.

1. All Demand Tiles that have been **completely** filled are removed from the game and the Goods Tokens on them are returned to the General Supply.
2. Each row of Demand Tiles is shifted inwards, toward the center of the board from the left to the right.

Remove any filled Demand Tiles, and return its Goods Tokens to the General Supply.



Shift any unfilled or partially-filled Demand Tiles toward the center of the board. Do not remove Goods tokens from partially-filled Demand tiles.

3. The right-most Capital Asset, located in the $40 spot is discarded out of the game. Shift the Capital Assets to the right, into the lower valued spaces, and draw a new one to place on the $80 space.
4. Any resource tokens remaining in the $10 Supply Chain spot are moved to Haymarket Square and remaining resources are shifted one space to the right. Draw new resources from the bag and place them on the X space as described on the left.
5. Finally, new Demand Tiles are drawn from the Demand Deck and placed face-up from top to bottom, right to left to fill in any gaps.

The Great Depression is right around the corner! If the Demand Deck is empty, do not reshuffle and reuse Demand Tiles. You may sell Goods to the left and center spaces of the Demand track, however the right-most space in each row cannot have any Goods sold to it for the remainder of the game. See page 24 for details.



Refill the Demand Track right to left, top to bottom.

End of Game Scoring

On the last Decade, after all companies have operated during the Operating Phase, the game ends.

1. All players will sell their shares to the bank according to their final share value as indicated on the Stock Track.
2. Add up the money in your Personal Treasury.

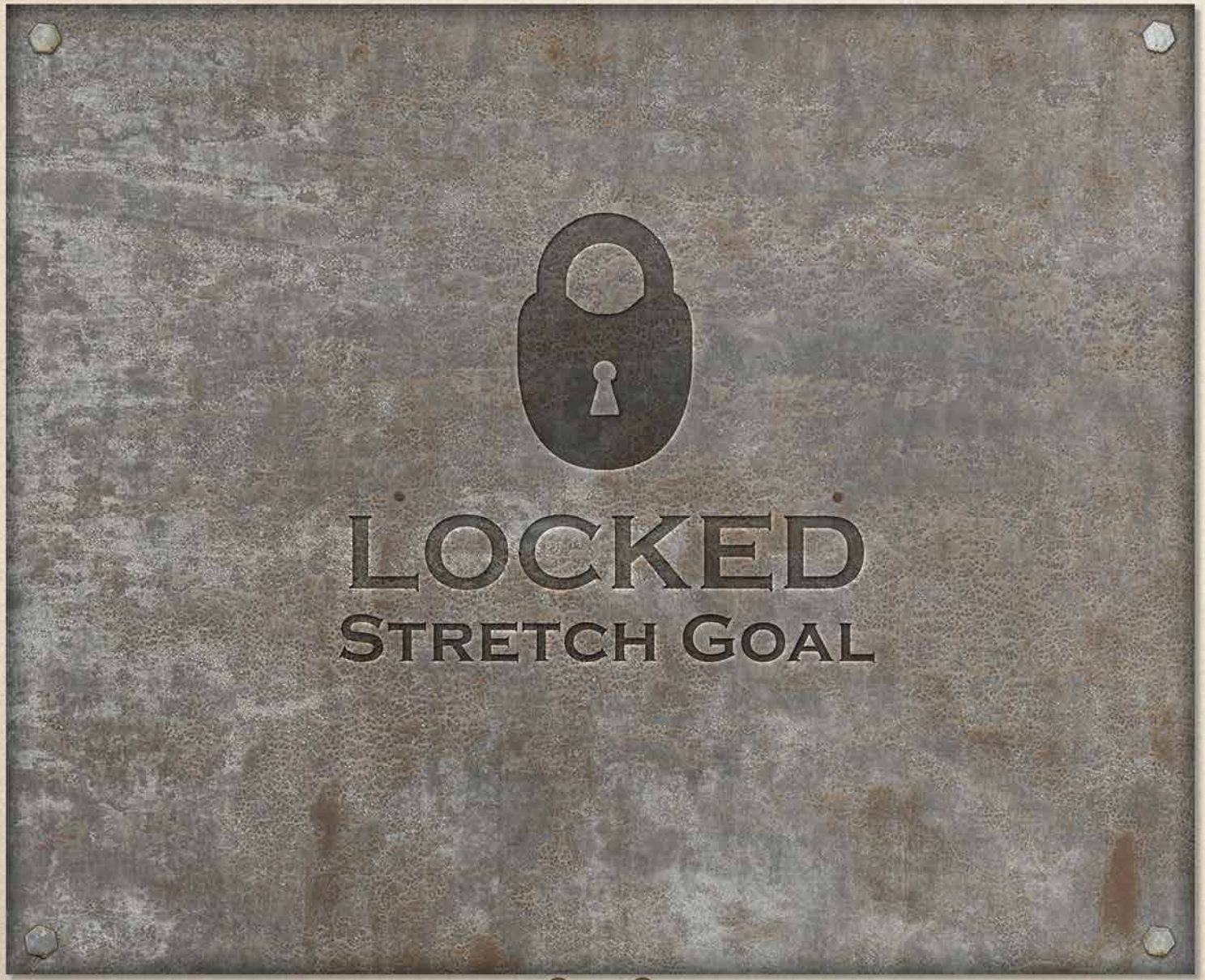


As an example, at the end of the game Cracker Jack's final share price is $140. If you own 20% of Cracker Jack You would cash out your 2 shares and receive $280.

The player with the most money wins.

IMPORTANT! During final payout, the stock value of the companies does not change. The money in each company's treasury is returned to the bank and does not impact a player's personal wealth.

Ties: In the unlikely event that players are tied at the end of the game, then players rejoice in their shared victory!



Variants & Alternate Gameplay Options

Paper money is provided, but we do not recommend you use it unless you're desperate. Instead we recommend that you use poker chips because they are easier to manage, stack nicely and let players act as their own bankers. Poker chips encourage more simultaneous play and this speeds up the game considerably.

City of the Big Shoulders, like all 18xx-style stock games, is a bit math-heavy. You will often find yourself doing some multiplying, dividing by 10, or adding small numbers together to calculate income and predict costs associated with your actions. For some people this light mental math is second nature, but for others (including the designers of this game) a calculator can come in handy. If you find yourself taking a while to do some calculations, don't be afraid to pull out your phone.

The central "trick" to keep in mind is that everything is evenly divisible by 10.

Let's assume that your company's Goods sold for $110 during the Operating Phase and you own 30% of your company. To calculate dividends you will divide your total earnings of $110 by 10 shares, resulting in $11 per share. Since you own 3 shares (30%) you would pay yourself $11 3 times, or $33. Your company would receive $11 7 times into its treasury, or $77.

$110 ÷ 10 = $11 Per Share

Your personal profit:

$11 Per Share × 3 Shares = $33

The amount your company receives:

$11 Per Share × 7 Shares = $77

As another example, let's pretend that your company sold Goods for $150 during the Operating Phase and you own 60% of your company. Two other players own 20% each in your company. We'll call them Bob and Sue. Since you ran for $150, that means you ran for $15 a share. Bob and Sue would each get $30, and you would get $90. Since the company is completely owned by all the players, it wouldn't get to keep anything for itself.

$150 ÷ 10 = $15 Per Share

Your personal profit:

$15 Per Share × 6 Shares = $90

Bob and Sue's profits:

$15 Per Share × 2 Shares = $30 each

We recommend that when Paying Dividends you announce your "per share" earnings to the table, and let each player take their dividends from the bank simultaneously.

Additionally, whenever you get paid dividends for your shares we recommend you place the money you earn on top of your shares. This way, once every company is done operating you can easily confirm that you got paid for everything, and if not you can quickly correct the missing money before moving onto the next Decade. "What did you pay again? I missed that!" One thing you definitely do not want to do while playing is to short-change yourself.

Draft Your Buildings

On the Building Phase, before choosing which Buildings to play and which to discard, choose a Building you may wish to play this Decade and pass the remaining 2 to the player on your left. Then of the two you received, choose one you may wish to play and pass the final Building to the player on your left. Finally choose a Building to play and one to discard from the game. On rounds 2 and 4 pass to the player on your right instead.

Building Tiles

Era I Buildings



The Bank pays the Player who owns this Building $20.

The Company that uses this Building may purchase a Capital Asset at a $10 discount.

Add 2 Workers to the Job Market.



The Company pays the Player who owns this Building $10.

The Company that uses this Building will move up 1 space on the Appeal Track. Receive any bonuses immediately.

Only use this tile with 4 players. Add 2 Workers to the Job Market.



The Bank pays the Player who owns this Building $20.

The Company that uses this Building will receive 1 steel(blue) and 1 wood(brown) resource from Haymarket Square, if available.

Only use this tile with 3+ players.



The Company pays the Player who owns this Building $20.

The Company that uses this Building immediately produces 1 good.

Add 2 Workers to the Job Market.



The Company pays the Player who owns this Building $20.

The Company that uses this Building will receive 1 Salesperson.

Add 1 Worker to the Job Market.



The Bank pays the Player who owns this Building $20.

The Company that uses this Building will receive 1 wood(brown) and 1 coal(black) resource from Haymarket Square, if available.

Only use this tile with 3+ players.



The Company pays the Player who owns this Building $10.

The Company that uses this Building will receive two ***unlike*** resources from Haymarket Square, if available.

Only use this tile with 4 players.



The Company pays the Player who owns this Building $20.

The Company that uses this Building will receive a Manager.

Add 1 Worker to the Job Market.



The Bank pays the Player who owns the Building $20.

The Company that uses this Building will receive 1 wood(brown) and 1 livestock(pink) resource from Haymarket Square, if available.

Only use this tile with 3+ players.



The Company pays the Player who owns this Building $40.

The Company that uses this Building may automate 1 Worker in any of their factories. A Worker must be employed in the space prior to being automated.

Add 1 Worker to the Job Market.



The Company pays the Player who owns the Building $30.

The Company that uses this Building will move up 2 spaces on the Appeal Track. Receive any bonuses immediately.

Add 1 Worker to the Job Market.



The Company pays the Player who owns the Building $10.

The Company that uses this Building will receive two ***like*** resources from Haymarket Square, if available.

Only use this tile with 4 players. Add 2 Workers to the Job Market.

Era II Buildings



The Bank pays the Player who owns this Building $20.

The Company that uses this Building will receive 1 livestock(pink) and 1 steel(blue) resource from Haymarket Square, if available.

Add 2 Workers to the Job Market.



The Bank pays the Player who owns the Building $20.

The Company that uses this Building will receive 1 coal(black) and 1 steel(blue) resource from Haymarket Square, if available.

Add 2 Workers to the Job Market.



The Bank pays the Player who owns this Building $20.

The Company that uses this Building will receive 1 coal(black) and 1 livestock(pink) resource from Haymarket Square, if available.

Add 2 Workers to the Job Market.



The Bank pays the Player who owns the Building $20.

The Company that uses this Building may purchase a Capital Asset at a $20 discount.

Add 1 Worker to the Job Market.



The Company pays the Player who owns the Building $30.

The Company that uses this Building will receive 1 Manager.

Add 1 Worker to the Job Market.



The Company pays the Player who owns this Building $30.

The Company that uses this Building will move up 2 spaces on the Appeal Track. Receive any bonuses immediately.

Only use this tile with 3+ players. Add 1 Worker to the Job Market.



The Company pays the Player who owns this Building $10.

The Company that uses this Building will receive two ***unlike*** resources from Haymarket Square, if available.

Only use this tile with 3+ players. Add 1 Worker to the Job Market.



The Company pays the Player who owns this Building $10.

The Company that uses this Building will receive two ***like*** resources from Haymarket Square, if available.

Only use this tile with 3+ players. Add 2 Workers to the Job Market.



The Company pays the Player who owns the Building $90.

The Company that uses this Building may automate 2 Workers in any of their factories. A Worker must be employed in ***each space*** prior to being automated.

Only use this tile with 4 players.



The Company pays the Player who owns this Building $60.

The Company that uses this Building will receive 2 Managers.

Only use this tile with 4 players.



The Company pays the Player who owns the Building $80.

The Company that uses this Building will receive 2 Salespeople.

Only use this tile with 4 players.



The Company pays the Player who owns the Building $40.

The Company that uses this Building immediately produces 2 Goods.

Only use this tile with 3+ players. Add 2 Workers to the Job Market.

Building Tiles Continued– Era II Buildings



The Company pays the Player who owns this Building $40.

The Company that uses this Building will receive 1 Salesperson.

Add 1 Worker to the Job Market.



The Company pays the Player who owns this Building $40.

The Company that uses this Building may automate 1 Worker in any of their factories. A Worker must be employed in the space prior to being automated.

Add 1 Worker to the Job Market.



The Company pays the Player who owns this Building $50.

The Company that uses this Building receives 2 Workers from the General Supply.

Only use this tile with 4 players.



The Company pays the Player who owns this Building $50.

The Company that uses this Building will move up 3 spaces on the Appeal Track. Receive any bonuses immediately.

Add 1 Worker to the Job Market.

Era III Buildings



The Bank pays the Player who owns this Building $30.

The company that uses this Building pays $150 from its treasury to its shareholders at $15 per share. If the company does not have $150 in its treasury it cannot use this space. Adjust the Company's share value on the Stock Track after dividends are paid.

Only use this tile with 4 players.



The Bank pays the Player who owns this Building $40.

The company that uses this Building pays $200 from its treasury to its shareholders at $20 per share. If the company does not have $200 in its treasury it cannot use this space. Adjust the Company's share value on the Stock Track after dividends are paid.

Only use this tile with 4 players.



The Bank pays the Player who owns this Building $50.

The company that uses this Building pays $250 from its treasury to its shareholders at $25 per share. If the company does not have $250 in its treasury it cannot use this space. Adjust the Company's share value on the Stock Track after dividends are paid.

Only use this tile with 4 players.



The Bank pays the Player who owns this Building $60.

The company that uses this Building pays $300 from its treasury to its shareholders at $30 per share. If the company does not have $300 in its treasury it cannot use this space. Adjust the Company's share value on the Stock Track after dividends are paid.

Only use this tile with 4 players.



The Company pays the Player who owns the Building $40.

The Company that uses this Building will receive 2 Managers.

Only use this tile with 3+ players.



The Bank pays the Player who owns this Building $40.

The Company that uses this Building will receive 2 steel(blue) and 1 wood(brown) resource from Haymarket Square, if available.

Add 1 Worker to the Job Market.



The Company pays the Player who owns the Building $50.

The Company that uses this Building will receive 2 Salespeople.

Only use this tile with 3+ players.



The Bank pays the Player who owns this Building $40.

The Company that uses this Building will receive 2 livestock(pink) and 1 steel(blue) resource from Haymarket Square, if available.

Add 1 Worker to the Job Market.



The Company pays the Player who owns this Building $60.

The Company that uses this Building will move up 3 spaces on the Appeal Track. Receive any bonuses immediately.

Add 1 Worker to the Job Market.



The Bank pays the Player who owns this Building $40.

The Company that uses this Building will receive 2 coal(black) and 1 livestock(pink) resource from Haymarket Square, if available.

Add 1 Worker to the Job Market.



The Bank pays the Player who owns this Building $40.

The Company that uses this Building will receive 2 wood(brown) and 1 coal(black) resource from Haymarket Square, if available.

Add 1 Worker to the Job Market.



The Bank pays the Player who owns this Building $40.

The Company that uses this Building may purchase a Capital Asset at a $30 discount.

Add 2 Workers to the Job Market.



The Company pays the Player who owns the Building $60.

The Company that uses this Building will immediately produce 3 Goods.

Add 1 Worker to the Job Market.



The Company pays the Player who owns the Building $90.

The Company that uses this Building may automate 2 Workers in any of their factories. A Worker must be employed in ***each space*** prior to being automated.

Add 1 Worker to the Job Market.



The Company pays the Player who owns this Building $40.

The Company that uses this Building will receive 1 Worker and 1 Manager from the General Supply to place in any of their factories.

Only use this tile with 3+ players.



The Company pays the Player who owns this Building $50.

The Company that uses this Building will receive 1 Worker and 1 Salesperson from the General Supply to place in any of their factories.

Only use this tile with 3+ players.

Capital Assets

Capital Assets may be purchased by any company to use the Immediate Bonus, however only certain companies may keep the asset to use their ongoing abilities each Decade. See page 11 for an overview of the Company Charter.
See page 19 for more information on Capital Assets.



Abbatoir

Immediately advance your Company 2 spaces on the Appeal Track. Appeal Bonuses are gained immediately.

Each Decade your Company may exhaust this asset to receive 1 wood(brown) and 1 coal(black) resources from Haymarket Square, if available.



Backroom Deals

Immediately gain 1 Worker for the Company that purchased the Asset.

Each Decade your Company may exhaust this asset to advance 1 step on the Stock Track after the Production step in the Operating Phase. (see page 23 for details)



Brand Recognition

Immediately Automate 1 Worker. A Worker must be employed prior to being automated.

Each Decade your Company may exhaust this asset to advance 2 steps on the Appeal Track. Appeal Bonuses are gained immediately.



Brilliant Marketing

STARTING TILE. Immediately Automate 1 Worker. A Worker must be employed prior to being automated.

Each Decade your Company may exhaust this asset to go up one space on the Appeal Track.



Catalog Empire

Immediately gain 1 Worker for the Company that purchased the Asset.

Each Decade your Company may exhaust this asset to increase its operating revenue by $80.



Cincinnati Steel

STARTING TILE. Immediately Automate 1 Worker. A Worker must be employed prior to being automated.

Each Decade your Company may exhaust this asset and pay $10 to the Bank to receive 2 steel(blue) resources from Haymarket Square, if available.



Color Catalog

Immediately gain 1 Worker for the Company that purchased the Asset.

Each Decade your Company may exhaust this asset to increase its operating revenue by $60.



Foundry

Immediately advance your Company 2 spaces on the Appeal Track. Appeal Bonuses are gained immediately.

Each Decade your Company may exhaust this asset to receive 1 steel(blue) and 1 wood(brown) resource from Haymarket Square, if available.



Mail Order Catalog

Immediately gain 1 Worker for the Company that purchased the Asset.

Each Decade your Company may exhaust this asset to increase its operating revenue by $40.



Michigan Lumber

STARTING TILE. Immediately Automate 1 Worker. A Worker must be employed prior to being automated.

Each Decade your Company may exhaust this asset and pay $10 to the Bank to receive 2 wood(brown) resources from Haymarket Square, if available.



Pennsylvania Coal

STARTING TILE. Immediately Automate 1 Worker. A Worker must be employed prior to being automated.

Each Decade your Company may exhaust this asset and pay $10 to the Bank to receive 2 coal(black) resources from Haymarket Square, if available.



Popular Partners

Immediately gain 1 Worker for the Company that purchased the Asset.

Each Decade your Company may exhaust this asset to advance 1 step on the Stock Track after the Production step in the Operating Phase. (see page 23 for details)



Price Protection

Immediately Automate 1 Worker and advance 2 spaces on the Appeal Track. A Worker must be employed prior to being automated and any Appeal Bonuses are gained immediately.

Each Decade your Company may exhaust this asset to prevent moving backwards on the Stock Track if your company Withholds its profits, or if its shares are sold by **another** player. This bonus does not protect your share price when issuing shares to emergency fundraise.



Refrigeration

STARTING TILE. Immediately Automate 1 Worker. A Worker must be employed prior to being automated.

Each Decade your Company may exhaust this asset to receive 2 livestock(pink) resources from Haymarket Square, if available.



Union Stockyards

Immediately Automate 1 Worker. A Worker must be employed prior to being automated.

Each Decade your Company may exhaust this asset and pay $10 to the bank to receive 2 livestock(pink) resources from Haymarket Square, if available.



Workshop

Immediately advance your Company 2 spaces on the Appeal Track. Appeal Bonuses are gained immediately.

Each Decade your Company may exhaust this asset to receive 1 steel(blue) and 1 coal(black) resource from Haymarket Square, if available.

Credits

Game Designer
Raymond Chandler III

Game Developers
Joe Wiggins, Emily R. Dearring

Illustration & Graphic Design
Emily R. Dearring

Playtesters
Keith Bednarczuk, Tim Riley, Pete Chace, Kevin Clarke, Matt Glass, Jake Blomquist, Jacob Branstetter, Cassadi Thomas, Jeffrey Spillner, Stephen Schaefer, Matthew Radcliffe, Jonathan Anglin, Bryan Stanbridge, Tim Coles, Edward Uhler, Andy Dennison, Joe Salen, Larry Estep, Ricardo Vilacha, Ryan LaFlamme, Mike Warth, Craig Blythe, Jason Coeyman, Kris Hall, Doug Lloyd, Eric, Twark, Nick Sickert, Jim Webb, Gordon Spaeth, Matthew Bjorkman, Nathan Brown, David Wernert, Jeremy Haasdyk, Jason Moore, Gregory Artim, Roxann Artim, Dan Kazmaier, Jason Hall, Andrew Gerth, Ryan Wolfe, Branden Angel, Christopher Silcott, Beers & Board Games Club of Columbus, The Columbus Area Boardgaming Society

Editors
Jan Bednarczuk, Ted Dickinson

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Francis Tresham for inventing the 18xx genre.

You, for purchasing and playing this game;
We hope you love it!

Designer's Notes

From Raymond:

I want to thank everyone who has helped this game become a reality over its 3 long years of design and development. Specifically, I'd like to thank Dirk Knemeyer at Artana for believing in me, publishing my first game, and for being such a strong design and business mentor. I'd like to thank the numerous people at the Columbus Area Boardgaming Society (CABS) for helping playtest the game and just being amazing and awesome human beings. Specifically, to Jan Bednarczuk and Ted Dickinson for their help as editors. To Pete Chase, Tim Reilly, Jake Blomquist, Keith Bednarczuk and many others for their help as playtesters. To Edward Uhler at Heavy Cardboard for being such amazing champions for this project and helping us get the word out. To Joe Sallen, Andy Dennison, Larry Estep, Lance Myxter, and Dave McMillian, for their ongoing love & support. To Clay Ross, Jim Harmon, Johnathan Anglin, and Jeff and Carla Horger, for their continuing words of encouragement. To Arno Quispel at Quined games for giving me hope early on. To my Partners in crime, Emily Dearring and Joe Wiggins who have been such an integral part of this project that without you this wouldn't be possible at all. To Erin Smith – my moon and my stars – for cheering me on and supporting me during so many nights that we couldn't spend together and for truly believing in me even when I didn't believe in myself. And finally, to you – my first customers, believers, backers, supporters and fellow gamers. Without you, there is nothing. You are my family and I love you all.

From Emily:

After over two years, it's hard to believe we're finished with Parallel's first official game. This has been a long journey and I want to thank all of the people who were involved in this project, to those who gave feedback, playtested, cheered, and encouraged both Ray and myself. I want to thank all of my friends at Beers and Board Games Club of Columbus; you have been integral in giving me ideas, feedback, and support along the way. Thank you to Dianne Dearring and my close friends, you know who you are, for helping me when I was stressed, worried, or seeking a break from the hours of illustration. A huge thank you needs to go out to Raymond. Thank you for taking a chance on me and continuing to put up with my willfulness and perfectionism. I never would have thought I would be at this point in my life, walking down this career path, but I think it's going to be an awesome path to travel. Finally, to Christopher Silcott, who wandered into my life midway through this project and would turn out to be the best man I've ever met. I love you dearly and am so fortunate to have you in my life. Thank you for being so positive and encouraging, for caring and supporting me when I've needed it the most.

City of the Big Shoulders is a game which tells the story and history of Chicago during its Golden Age from the years of 1875 through 1925. To assist in the telling of Chicago's entrepreneurial spirit, we have featured historic companies that were either born in, or strongly tied to Chicago during this time period. All product and company names are trademarks™ or registered® trademarks of their respective holders. Use of them does not imply any affiliation with or endorsement by them. Some historical artworks featured within this game are sourced from the Public Domain and/or are permissible for use under the Fair Use Doctrine as it is defined in 17 U.S.C §107 and are included for historical and educational purposes. All other artwork, illustrations, graphic designs, rules, and other copyrightable works are owned by Parallel Games, Inc. 2018. All rights reserved.

~ For Deb and Nik ~



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