

Competitive Strengths and Challenges

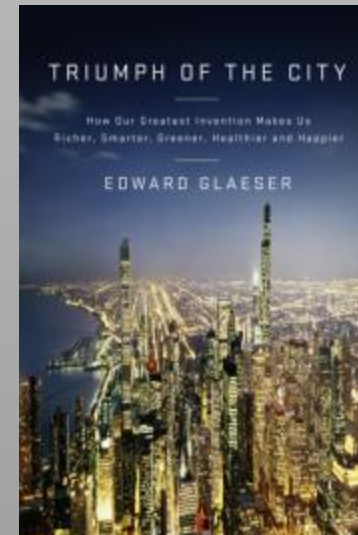
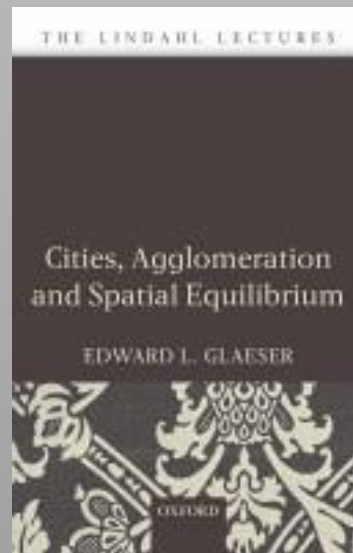
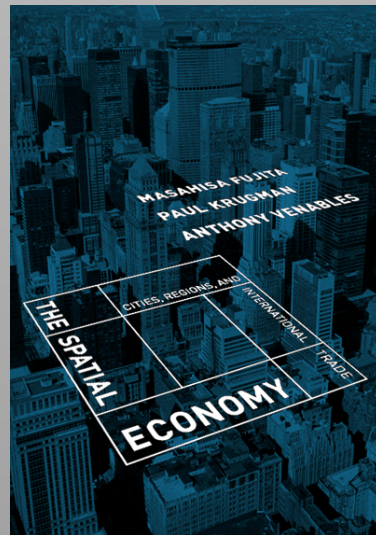
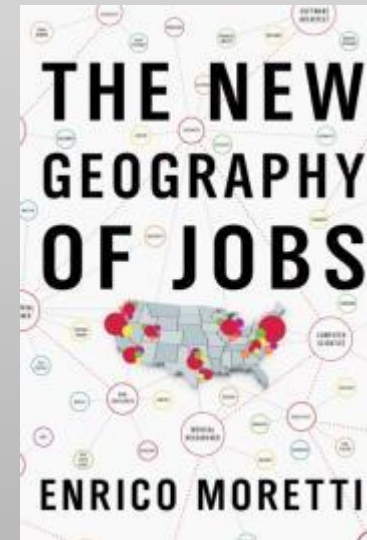
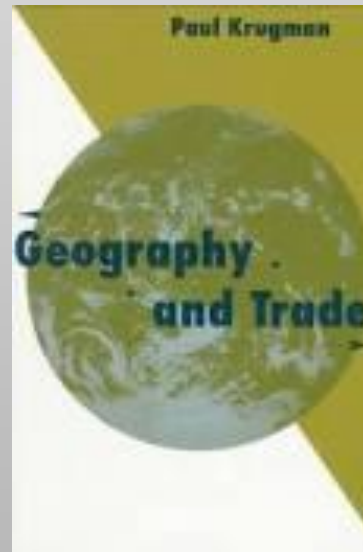
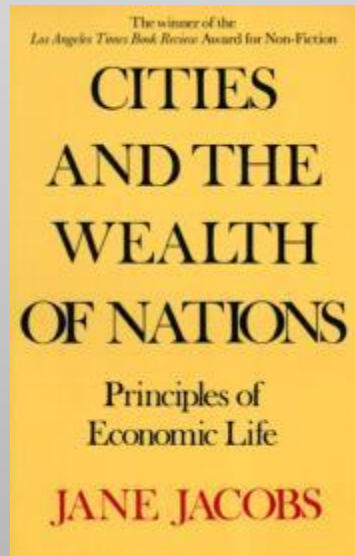
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I N S T I T U T E O F
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An aerial photograph of a city, likely New York City, showing a dense grid of streets and buildings. A river flows through the city, and the coastline is visible on the right side. The text is overlaid on the image in large, white, bold, sans-serif font.

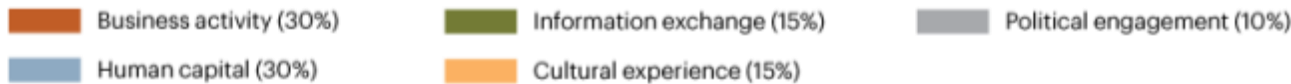
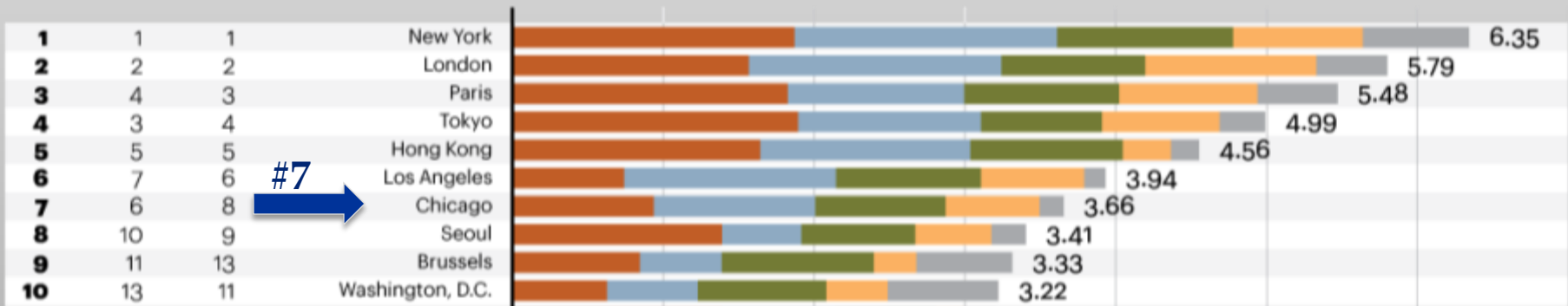
EDUCATION
INNOVATION
DENSITY
COLLABORATION
GROWTH

Chicago is a global city

Ranking

2012 2010 2008

Values calculated on a 0 to 10 scale



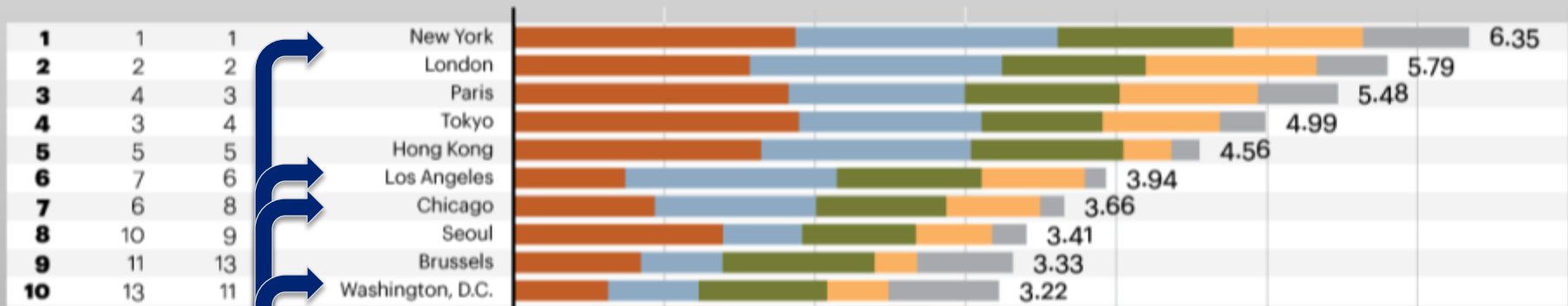
Source: 2012 Global Cities Index and Emerging Market Outlook study by A.T. Kearney and The Chicago Council on Global Affairs

Chicago is a global city

Ranking

2012 2010 2008

Values calculated on a 0 to 10 scale



- 1 NYC
- 6 LA
- 7 Chicago
- 10 DC

■ Business activity (30%)
 ■ Information exchange (15%)
 ■ Political engagement (10%)
■ Human capital (30%)
 ■ Cultural experience (15%)

Source: 2012 Global Cities Index and Emerging Market Outlook study by A.T. Kearney and The Chicago Council on Global Affairs

New York



Paris



Los Angeles



London



Tokyo



Hong Kong



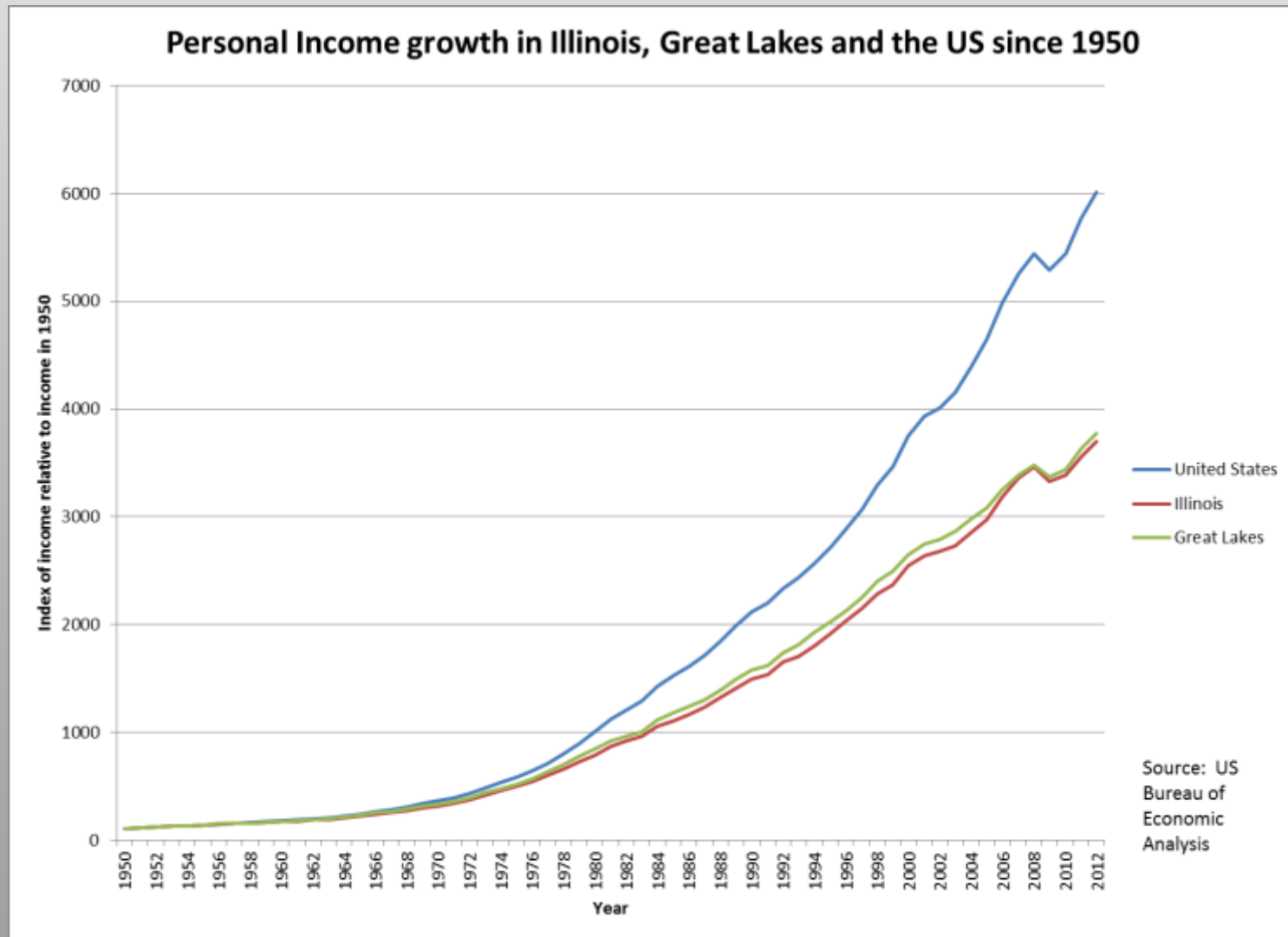
Chicago



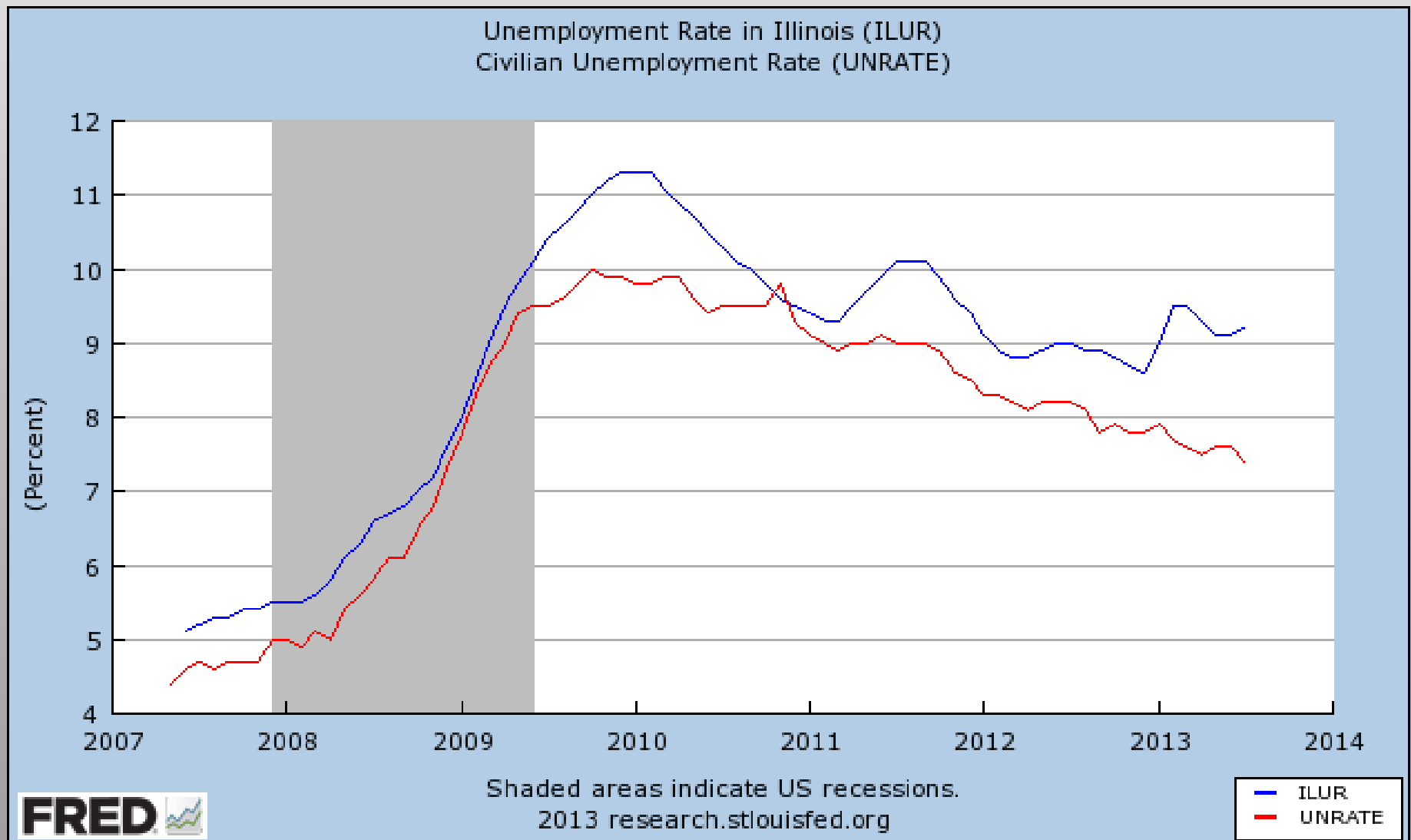
Storm clouds on the horizon



Long-term challenges



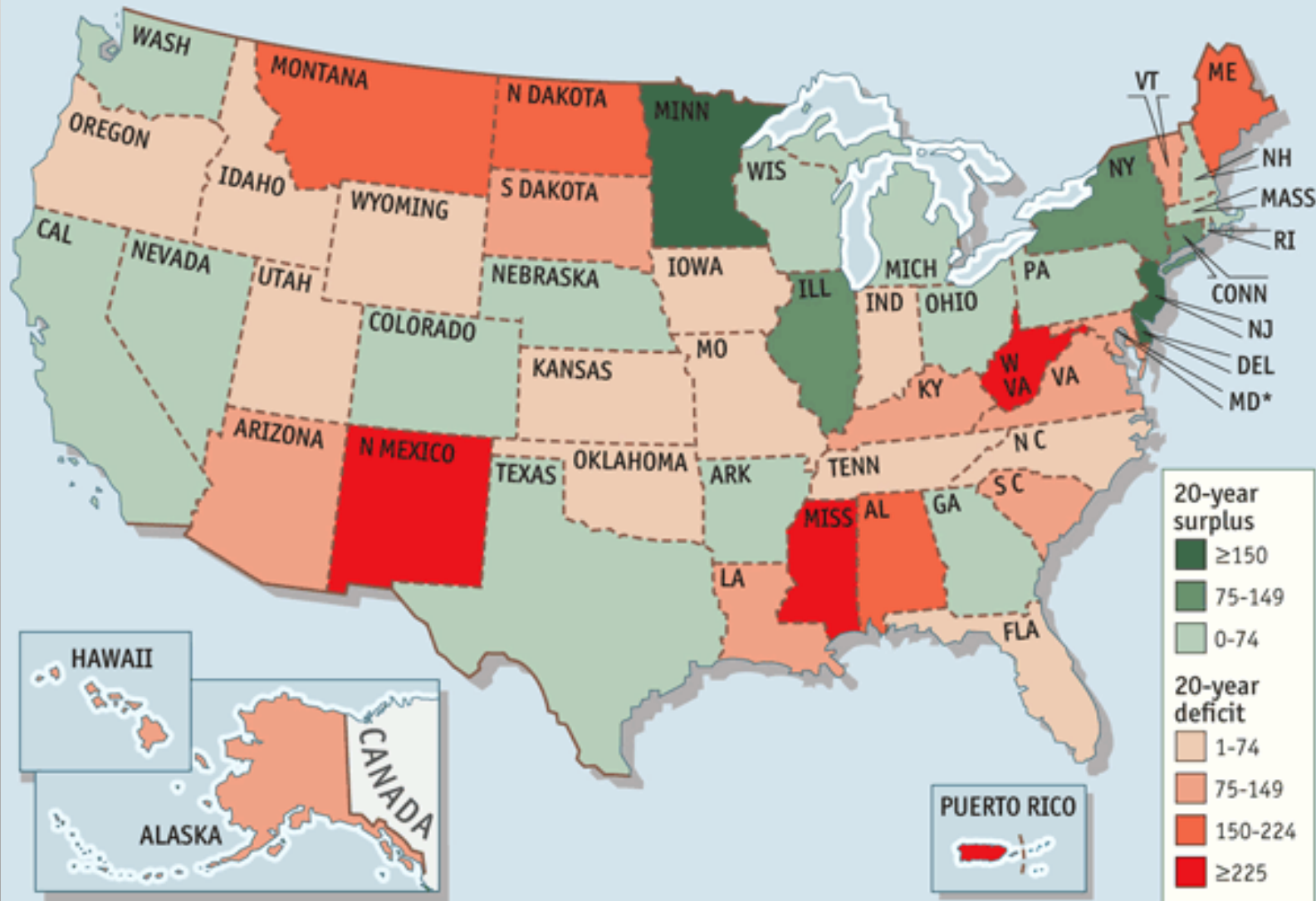
More recent challenges



Footloose firms



Federal taxes minus spending, 1990-2009, as % of 2009 GDP



Sources: Census Bureau; Internal Revenue Service; *The Economist* estimates

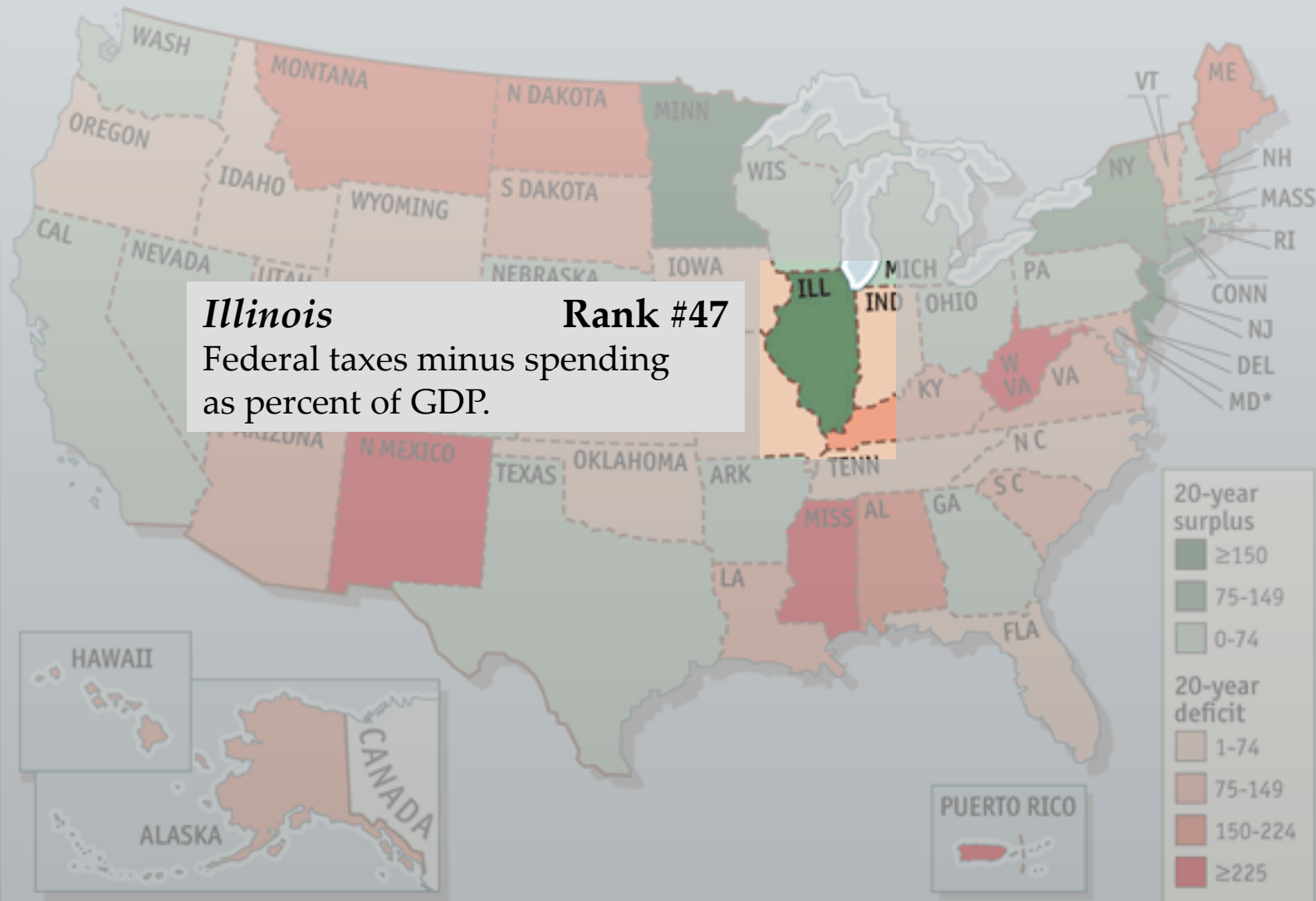
*Includes Washington, DC

Source: **America's fiscal union. The red and the black.**

Aug 1st 2011, 16:16 by The Economist online

<http://www.economist.com/blogs/dailychart/2011/08/americas-fiscal-union>

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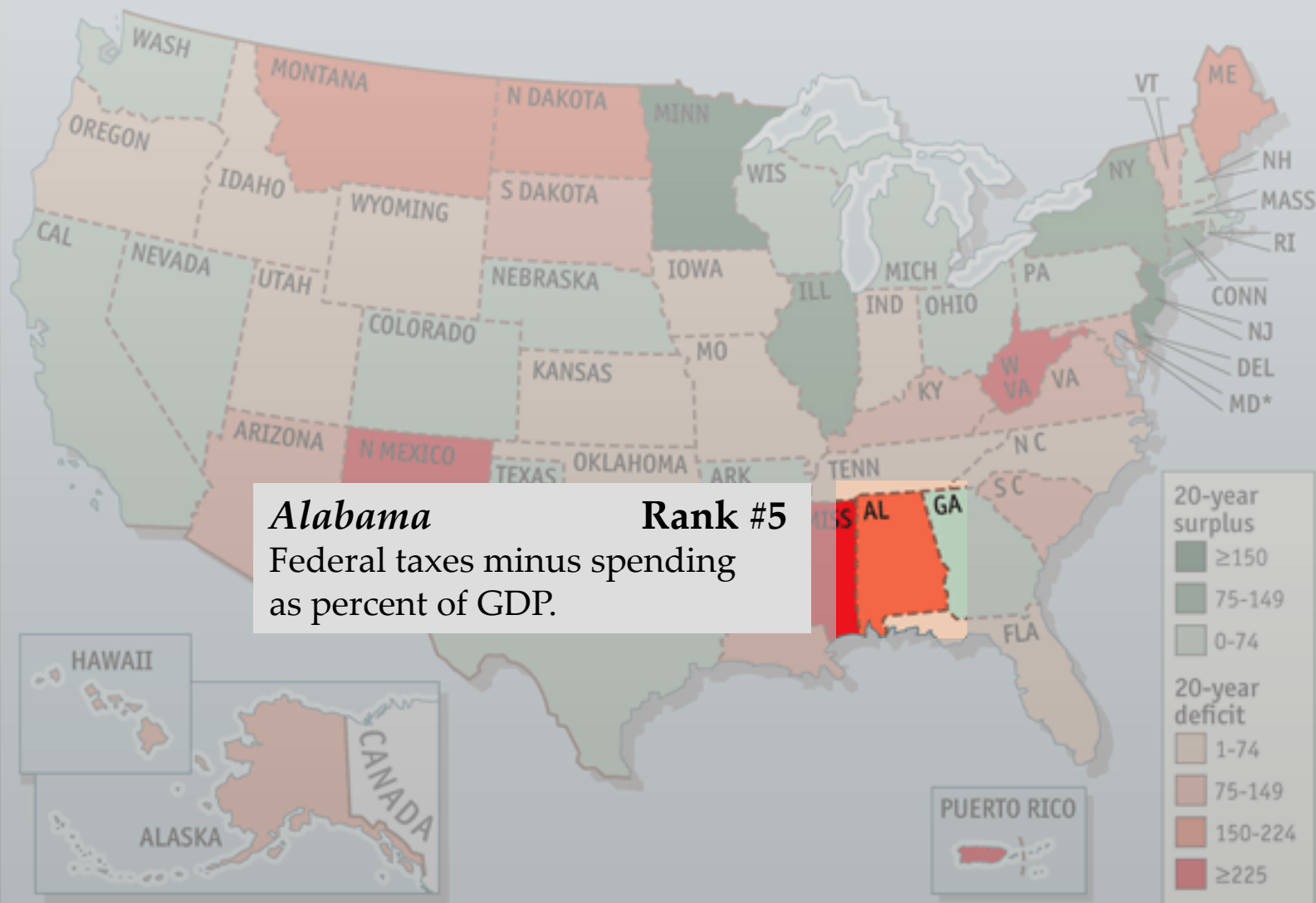


Sources: Census Bureau; Internal Revenue Service; *The Economist* estimates

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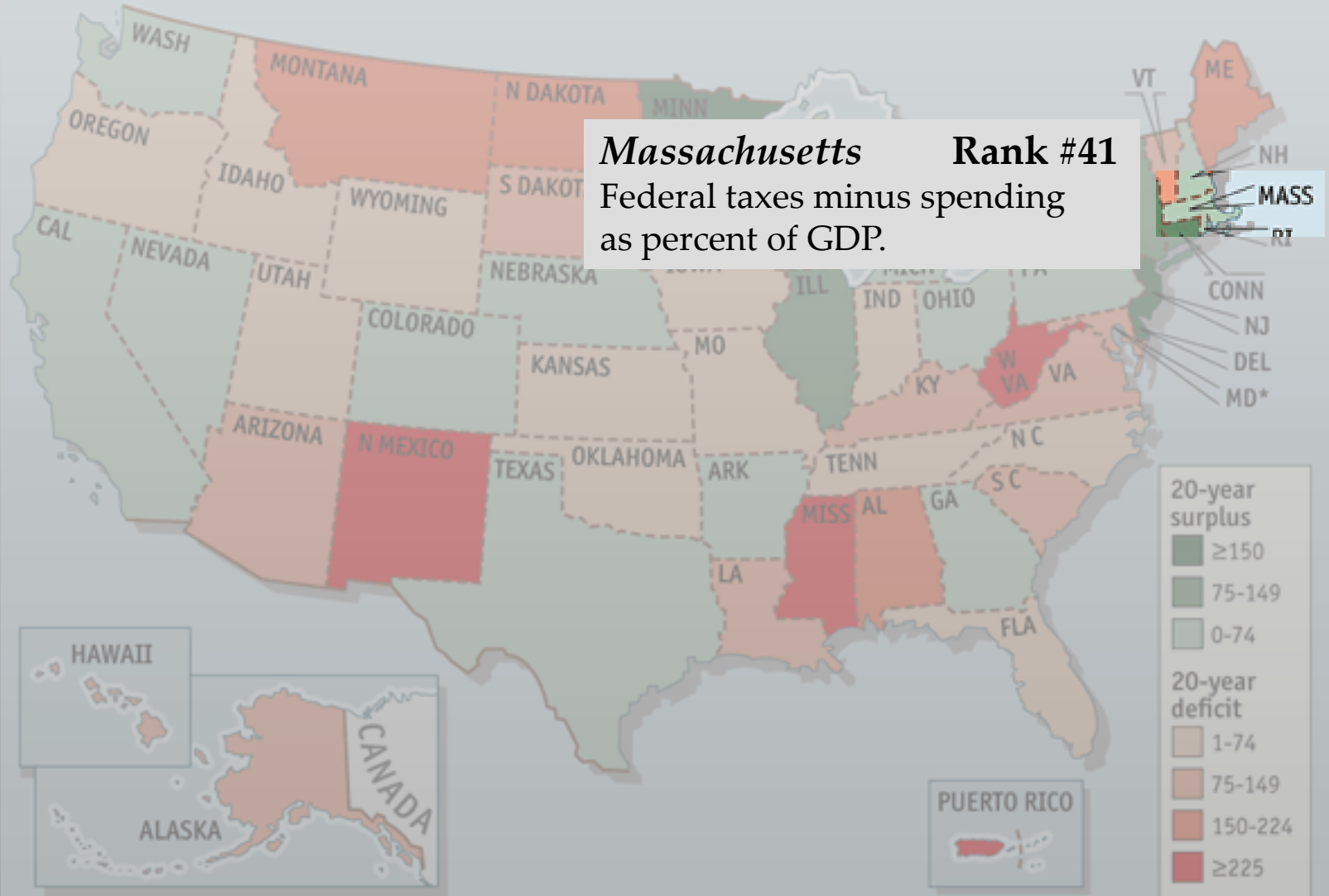


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Defense spending

State	Defense Spending in State (in billions)	National Rank
Massachusetts	\$15.1	#9
Alabama	\$14.3	#11
Illinois	\$9.2	#20
United States	\$527.8	--

Source: 2009 data compiled from Department of Defense, U.S. Bureau of Economic Analysis, U.S. Census Bureau and Bloomberg Government

Defense spending

State	Federal Defense Spending as a percentage of GDP	National Rank
Alabama	8.6%	#4
Massachusetts	4.2%	#20
Illinois	1.5%	#48
United States	3.8%	--

Source: 2009 data compiled from Department of Defense, U.S. Bureau of Economic Analysis, U.S. Census Bureau and Bloomberg Government

Conclusion

