



DEPAUL UNIVERSITY

CHADDICK INSTITUTE FOR  
METROPOLITAN DEVELOPMENT

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# 2020 ANNUAL REPORT & PROGRAMMATIC HIGHLIGHTS

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Prepared by Joseph P. Schwieterman, Ph.D., Director  
Jessica Kupets, and Crystal Bell

March 2021

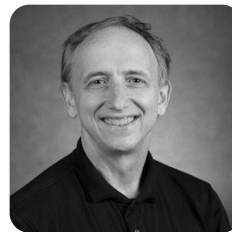
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## A NOTE FROM THE DIRECTOR

Dear Friends,

The ink had barely dried on last year's *Chaddick Institute Annual Report* when the COVID-19 pandemic forever changed our world. Here at the Chaddick Institute, the lockdowns and public health mandates pushed us out of our comfort zone and sped up our adoption of technology. While working remotely, we discovered new ways to engage with our graduate students, planners and economic development friends, and organizational partners.



As you will see in this year's *Annual Report*, the results are gratifying. We have been blessed with continued financial support from the Chaddick Foundation, which has been the bedrock of our agenda and critical to maintaining our innovative spirit. We also added the following financial support:

- A DePaul Academic Growth & Innovation Grant of \$25,000 provided to Professor Euan Hague and me, which allowed us to create a cutting-edge Chicago COVID-19 Data Dashboard;
- A Sinai Urban Health Research Fellowship for Scott Smith, which provides year-long funding that will allow us to develop metrics on urban housing issues;
- Other grants and gifts, including an Edward & Rose Donnell Foundation gift and success during our first time participating in the Blue Demon Day Challenge campaign;
- A robust relationship with the School of Public Service, which we rely on for resources, support, and guidance, anchored by our work with Professor Hague.

This broad support made an exciting programmatic expansion possible. We provided 20 tuition scholarship awards, totaling more than \$40,000. Eight students became co-authors of studies that we either published or presented at conferences. We named five winners in our design competition. We had seven part-time student workers. We set new attendance records at our virtual events!

We recognize that attracting people to webcasts and webinars is not the same as having them visit us at Chaddick Hall. However, this new format has allowed us to introduce hundreds more to our programs and fueled our new partnership with Forgotten Chicago, which shares our love for Windy City history. Our journal, *Issues in Aviation Law and Policy*, is celebrating its 20th year and going strong. We issued four major research reports and three Amazon Air policy briefs. The Amazon briefs brought us international attention, including coverage from CNBC, Motley Fool, and *Forbes*.

So, we send out a heartfelt *Thank You* to everyone who has lent a hand during these extraordinary times. We are excited to see you at a program soon—hopefully back at 14 E. Jackson Boulevard.

**Joseph P. Schwieterman, Ph.D.**

A handwritten signature in dark ink, reading "Joseph P. Schwieterman". The signature is fluid and cursive, with a horizontal line underneath the name.

Director, Chaddick Institute for Metropolitan Development

## CHADDICK INSTITUTE STAFF AND ADVISOR

**Joe Schwieterman**, Director of the Institute, oversees our programs in cooperation with the assistant director and leads our research series.

**C. Scott Smith**, who joined our team in 2017, serves as the Institute's assistant director.

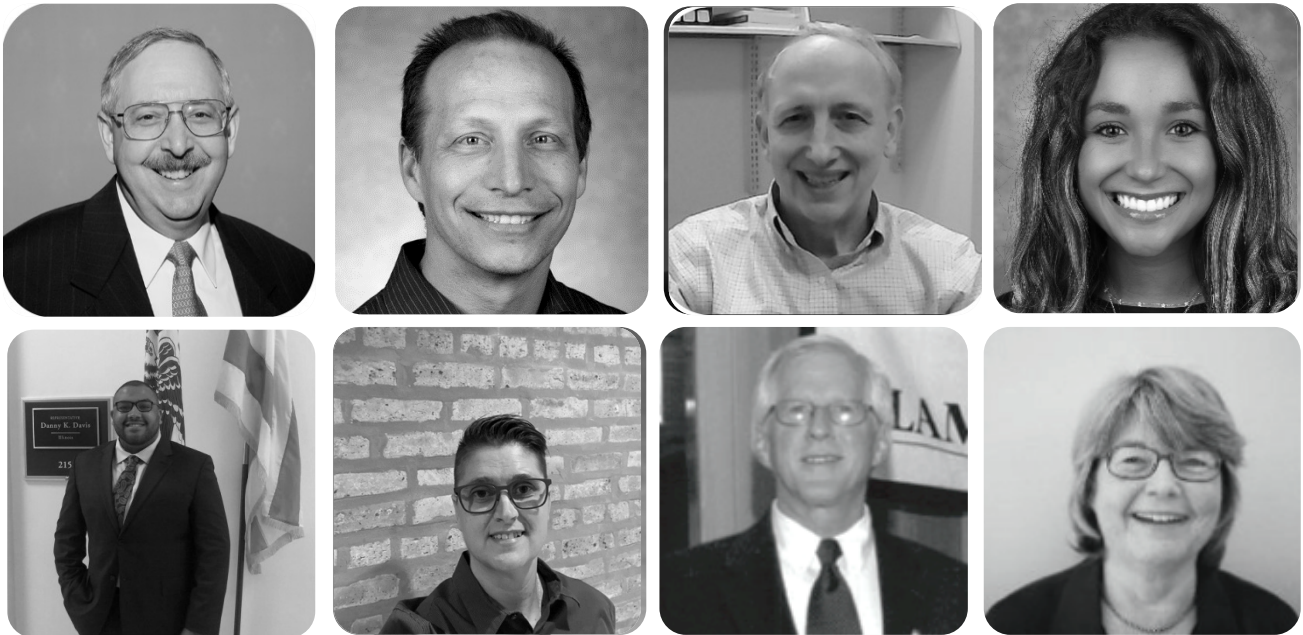
**Stephen Rudolph**, leads our Air Transport Policy Initiative and is managing editor of our journal, *Issues in Aviation Law and Policy*.

**Crystal Bell**, a graduate assistant, serves as the Chaddick program manager. Crystal helps coordinate events and activities while also contributing to the Institute's research and publications.

**Borja Gonzalez Morgado, Cole Neder, Jacob Walls**, graduate students in the College of Liberal Arts & Social Science, are graduate research associates. Recently graduated student **Jessica Kupets** contributed to Chaddick's efforts in 2019 by conducting research, analyzing data, and composing high-level graphics for our publications.

We work closely with our external advisors and fellows, including: **Laurie Marston**, AICP, who headed up our Plan Commission Training Program before retiring this year; **John Hedrick**, who supports our Municipal Design Review Network; **Chris Kopp** and **Deborah Carter-McCoy**, who support our transportation programs; and **Susan Aaron**, who supports our civic efforts. We are also extremely grateful for other advisors, including **Dudley Onderdonk, Eric Cempel**, and **Ruth Wuorenma**.

The Institute also relies heavily on the involvement and support of DePaul faculty, including **Euan Hague**, **Nick Kachirboubas**, and **Howard Rosing**.

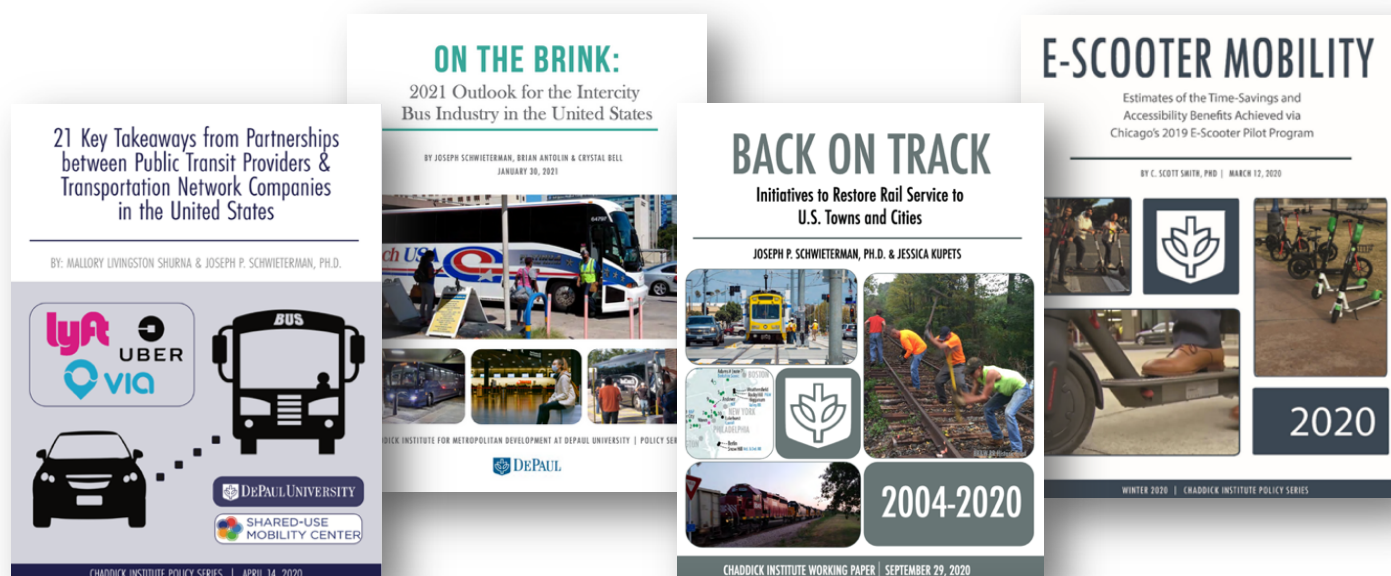


*Photographs of some of our staff, students, and advisors. Clockwise from left: Stephen Rudolph; C. Scott Smith; Joseph Schwieterman; Jessica Kupets; Laurie Marston; John Hedrick; Crystal Bell, Jacob Walls.*

## RESEARCH & PUBLICATIONS

*Chaddick Institute brings attention to timely policy issues that are important to improving the performance of metropolitan regions. Each year, our research team issues several major studies, all of which are the product of extensive graduate student involvement.*

### ***Policy studies issued from March 2019 to February 2021:***



#### ***21 Key Takeaways from Partnerships Between Public Transit Providers & Transportation Network Companies in the United States***

Examines partnerships between public transit providers and rideshare companies like Uber and Lyft, and opportunities for greater collaboration after the pandemic.

#### ***E-Scooter Mobility: Estimates of the Time Savings and Accessibility Benefits Achieved Via Chicago's 2019 E-Scooter Pilot Program***

Analyzes the potential time savings achieved by e-scooter users for multimodal trips and how these savings vary by community and time of day.

#### ***Back On Track: Initiatives to Restore Rail Service to U.S. Towns and Cities***

Evaluates the extent and purpose of initiatives since 2004 that have restored rail service to communities across the U.S. mainland that previously lacked active rail lines.

#### ***On the Brink: 2021 Outlook for the Intercity Bus Industry in the United States***

Our widely anticipated annual review on this vital transportation sector. Check out our media coverage in [Mass Transit](#), [BusRide](#), and [Metro](#).

## STUDENT ACTIVITIES & OPPORTUNITIES

*Many of our programs are centered on engaging DePaul's talented students in events and networking opportunities. Students take part in our twice annual study trips (moved to virtual format in 2020), professional outings with the School of Public Service (SPS) and on-campus programs. Our staff works closely with the 9 – 12 students who complete our immersive Chaddick Scholars program each year. Please refer to page 12 for a list, with photos, of our Chaddick Scholars class of 2020.*

### Related Events:

#### PUBLIC TRANSIT ACCESS IN CHICAGO

APRIL 2020 | ATTENDANCE: 40

This webinar featured Chaddick Scholars presenting research that had been scheduled for the 61st Transportation Research Forum in New Jersey, which was canceled due to the novel coronavirus. Kevin Snyder and Santa Torrijo discussed *Equity and Transit-Oriented Development in Chicago*, while Kyle Acevedo, Alex Asta, and Isabella Downes discussed *A Representation of Rail Transit Users in the U.S. Cities*.

#### URBAN DESIGN AWARD PROGRAM WINNERS

JULY 2020

Chaddick's third annual Urban Design Award Program is a competition for first-year Sustainable Urban Development graduate students. Each student submitted a 3-D model using Sketchup and neighborhood maps prepared using Illustrator and GIS, for a vacant parcel at 2431 W. Fullerton Ave. in the Logan Square neighborhood of Chicago. Congratulations, winners!

- Johanna Tuthill, Winner, Best Model Activation. To see submission, [click here](#)
- Borja Morgado, Winner, Best Poster Design. To see submission, [click here](#)
- Casey Lawler, Runner Up, Best Model Application. To see submission, [click here](#)
- Delaney Klundt, Certificate of Excellence Award
- Hugo Coronado, Certificate of Excellence Award



#### INTERACTIVE VIRTUAL NETWORKING

OCTOBER 2020 | ATTENDANCE: 16

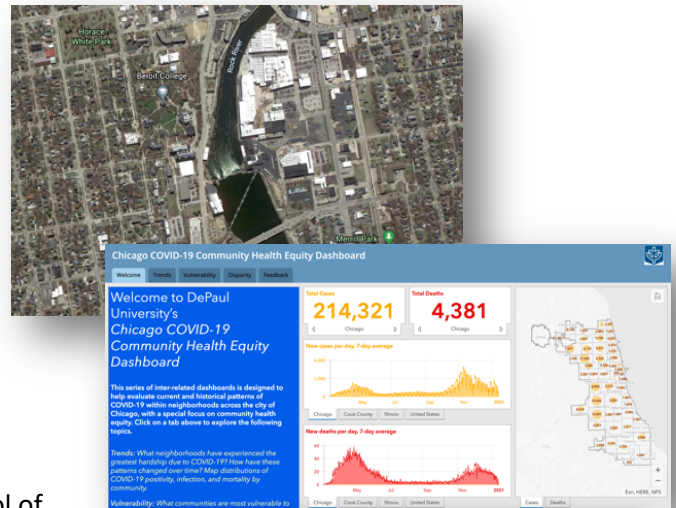
Graduate students met virtually with experts on urban improvement, transportation, and sustainable development. Students rotated through virtual meeting rooms, allowing them to engage with each of our expert guests.

## VIRTUAL STUDY TRIP

OCTOBER 2020 | ATTENDANCE: 17

Chaddick's first ever virtual study trip!

Participants conversed with experts around city as well as the leader of an innovative transportation program in Columbus, Ohio. Attendees, together with Professors Schwieterman and Smith, also met in small groups using Google Earth to explore noteworthy urban or rural locations.



## GRADUATE STUDENT RESEARCH LUNCH & LEARN

NOVEMBER 2020 | ATTENDANCE: 27

A lunchtime webinar that featured graduate student research and gave attendees opportunities to attend break-out sessions featuring presentations from School of Public Service graduate students Santa Torrijo, Maureen McClellan, and Mandaline Dunne.

## COVID LUNCH & LEARN

DECEMBER 2020 | ATTENDANCE: 19

An informative webinar in which graduate students presented case studies using the [DePaul COVID-19 Data Dashboard](#). Cole Neder and Jacob Walls presented a Wrigleyville Case Study, while Preeya Waite and Iqra Hashwani reviewed Gage Park. Co-sponsored with School of Public Service and Center for Community Health Equity.

# PROFESSIONAL PROGRAMS & TRAININGS — METROPOLITAN CHICAGO

*Chaddick frequently hosts events for area professionals, ranging from our regular training programs for Municipal Plan Commissions (conducted in cooperation with APA and CMAP) to the annual formal walking tours and bi-annual panel discussions hosted by our Municipal Design Review Network (MDRN). These events and workshops are part of our mission to be a “clearinghouse” for professional in metropolitan Chicago, as well as to give graduate students access to meaningful networking events.*

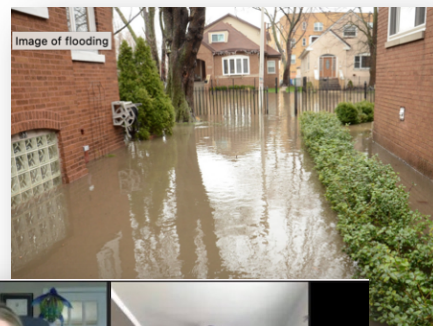
## Related Events:

**TRANSIT RESPONSE TO COVID-19 | MARCH 2020 | ATTENDANCE: 70**

Chaddick and Transportation Research Forum Chicago Chapter held a timely webinar about the transportation sector’s responses to COVID-19. Experts Chris Kopp, HNTB, and Erik Cempel, consultant, discussed responses from airlines, Amtrak, intercity bus operators, as well as recent actions taken by public transit agencies within Chicago.

### URBAN FLOODING WEBINAR | MARCH 2020 | ATTENDANCE: 34

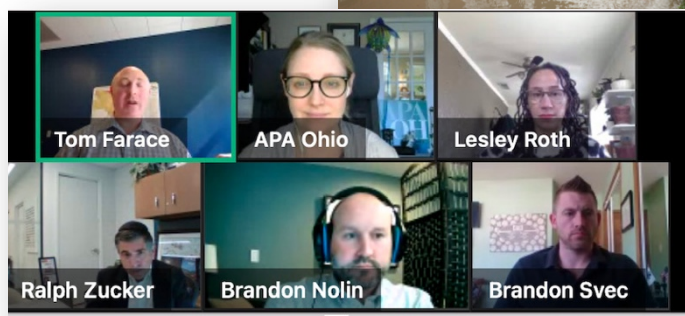
Part of the *Illinois Municipal Policy Journal* series, this webinar featured C. Scott Smith of Chaddick Institute and Kyle Smith of Metropolitan Mayors Caucus, who discussed how inclusionary zoning and accessory dwelling units can help increase affordable housing. Marcella Bondie Kennan, Center for Neighborhood Technology, discussed how resident assistance programs and open data portals can help alleviate urban flooding.



### MUNICIPAL DESIGN REVIEW NETWORKING & IDEA SHARING

JULY 2020 | ATTENDANCE: 30

Our Design Review Network hosted a virtual networking event for municipal planners and design professionals that included facilitated breakout rooms, each exploring strategies for addressing design challenges related to the COVID-19 pandemic. Attendees shared insights on indoor and outdoor spaces, public meeting venues, and virtual plan review options.



### VIRTUAL WALKING TOUR OF VILLA PARK

NOVEMBER 2020 | ATTENDANCE: 46

Our Metropolitan Design Review Network presented a Virtual Walking Tour hosted by the Village of Villa Park. Consuelo Arguilles, Community Development Director, and other staff at the Village took us on a fast-paced tour featuring notable design projects, multi-use trails, and COVID-19 pandemic adaptations throughout the village.



### PLAN COMMISSION TRAININGS | 105 COMMUNITIES SINCE 2011

The trainings for municipal plan commissions, a partnership between the American Planning Association and the Chicago Metropolitan Agency for Planning, are going strong. Click [here](#) to view our [interactive map](#) that gives details on each training over the past decade. Congratulations to Laurie B. Marston, FAICP, who successfully built and managed this program before retiring in early 2021!

## ACADEMIC SYMPOSIA, NATIONAL WEBINARS & POLICY PARTNERSHIPS

*Chaddick hosts two major symposia each year: one on aviation policy (postponed in 2020 due to COVID-19), and another with the DePaul Real Estate Center, which is housed in the Driehaus College of Business. Both showcase the benefits of cross-college collaboration and interdisciplinary analysis. We also host numerous events that attract audiences from throughout the United States and abroad.*

### **Related Events:**

#### **FROM FRANCE TO THE PANAMA CANAL**

MAY 2020 | ATTENDANCE: 40

This webinar for the national Transportation Research Forum organization featured research that had been scheduled to be presented at the 61st Transportation Forum in New Jersey, which was cancelled due to the pandemic. The presentations ranged from e-scooters, to the Panama Canal, to logistics in France.

#### **AIR TRAVEL AND GOVERNMENT RESPONSE TO COVID-19: VIEWS FROM GAO** | JUNE 2020 | ATTENDANCE: 52

Heather Krause, Government Accountability Office, presented a timely program exploring the federal government's response to COVID-19 for the aviation sector. Krause discussed why the GAO warned prior to the present crisis that the country "lacks a comprehensive national aviation preparedness plan aimed at preventing and containing the spread of disease through air travel."



#### **RECLAIMING ABANDONED RAIL LINES** | SEPTEMBER 2020 | ATTENDANCE: 83

This webinar, co-sponsored with Forgotten Chicago, featured research by Chaddick director Joe Schwieterman, who outlined the movement to reclaim abandoned or long out-of-service railroad lines for freight or excursion service. Michael Shea, from New Jersey's Black River & Western Historic Trust, offered a fascinating case-study example.



#### **COVID-19 RACIAL AND INCOME DISPARITIES IN CHICAGO** | SEPTEMBER 2020 | AVERAGE ATTENDANCE: 30

This well-attended webinar discussed COVID-19 testing disparities in Chicago's neighborhoods. It was co-hosted with the Center for Community Health Equity, DePaul University's School of Public Service, and Geographic Society of Chicago. Fernando De Maio, American Medical Association; C. Scott Smith, our assistant director; and Raj Shah, MD, Rush Medical College, each shared insights.

## RESTORING ABANDONED RAILROAD ROUTES FOR PASSENGER SERVICE

OCTOBER 2020 | AVERAGE ATTENDANCE: 124

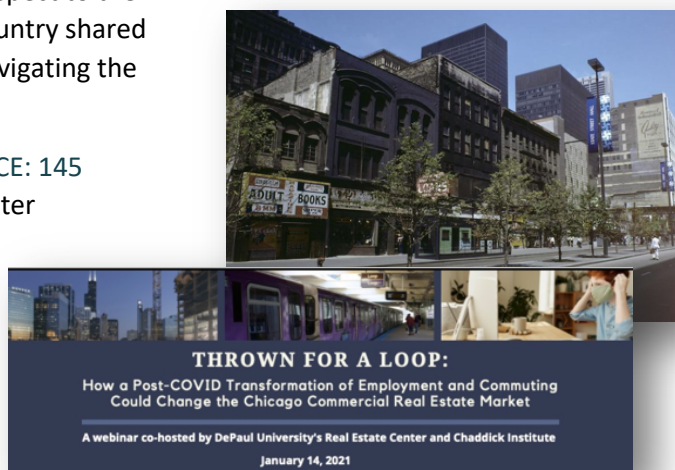
This webinar, a sequel to the September webinar, featured notable initiatives that reclaimed long abandoned or out-of-service railroad lines for passenger service. Joanne Parker and Matt Stevens of the Sonoma-Marina Area Rail Transit District in San Rafael, CA outlined how an ex-Southern Pacific route was restored for a commuter-rail service.

## THE FUTURE OF TRANSIT BUS SERVICE | OCTOBER 2020 | ATTENDANCE: 70

This webinar, cosponsored with TRF Chicago and FleetMotum, explored issues and opportunities facing transit agencies throughout the United States with respect to their bus operations. Experts from agencies around the country shared updates about how their respective agencies were navigating the pandemic.

## THROWN FOR A LOOP | JANUARY 2021 | ATTENDANCE: 145

Our annual Chaddick Institute/DePaul Real Estate Center Symposium explored how a pandemic driven transformation of employment and commuting patterns could change Chicago's real estate market, setting a record for attendance in the process. Panelists included Chris Kopp, HNTB and Linda Goodman, Goodman Williams Associates.



## REVITALIZING CHICAGO'S SOUTH LOOP

JANUARY 2021 | ATTENDANCE: 210

This jointly held Chaddick/Forgotten Chicago webinar explored the evolution of the South Loop, which is today a vibrant residential, educational, and commercial center. Patrick Steffes, Editor of Forgotten Chicago, used rarely seen images and city plans to examine the decline of the South Loop and its recent transformation. And we set another record for attendance!

## ON THE BRINK: 2021 INTERCITY BUS OUTLOOK

FEBRUARY 2021 | ATTENDANCE: 84

This webinar discussed the results of our [On the Brink: 2021 Outlook for the Intercity Bus Industry in the United States](#) study. Panelists included Brian Antolin, Joe Schwieterman, and Crystal Bell. David Hall, Managing Partner of FleetMotum served as moderator.



## AMAZON AIR: 2020'S TRANSPORTATION JUGGERNAUT |

JUNE 2020 | ATTENDANCE: 66

This webinar featured David Vernon, Bernstein Research in New York and the Chaddick research team. The event explored Amazon Air's dramatic growth in recent months and the changing orientation of its flight network. See next page for our Amazon Air publications or click [here](#).

## AIR TRANSPORT POLICY INITIATIVE

The Chaddick Institute maintains an active program in aviation policy.

### *Programmatic Highlights*

#### OUR ACADEMIC JOURNAL: ISSUES IN AVIATION LAW AND POLICY

We published two issues of “IALP” in 2020, one in May and another in November. The journal, managed by Stephen Rudolph, covers both legal and policy issues affecting civil aviation, as well as matters related to commercial airports and other aspects of aviation.

#### AMAZON AIR POLICY BRIEFS

The Chaddick Institute released *three widely circulated policy briefs* between June 2020 and February 2021 on the expansion of Amazon Air, a unit of Amazon whose growth has major implications for at-home delivery service. Each brief explored the airline’s domestic and international initiatives. We thank our graduate student study team of Jacob Walls, Borja Gonzalez Morgado, and Crystal Bell, as well as Stephen Rudolph, for assisting in these publications.

Our Amazon Air Briefs have garnered international attention, including coverage from [CNBC](#), [Air Cargo News](#), and [Freightwaves](#) and even an “appearance” by Professor Schwieterman on SiriusXM. More than 20 news articles devoted exclusively to the first brief have been published since June 2020.

#### VISITING FELLOW SARAH JANE FOX

In the weeks prior to the university’s closing due to the pandemic, Chaddick had the pleasure of hosting Dr. Sarah Jane Fox from the University of East London in the United Kingdom as a visiting aviation scholar. Dr. Fox was featured at a lunch event, “Movement Across Borders: Freedom, Safety, Security...and BREXIT!” Her presentation offered a case study perspective on the European Union and the U.K., in addition to the security challenges related to “Megxit and the Sussexes.” The room was filled with more than twenty-five faculty, students, and visiting DePaul alumni.



## OUR CHADDICK SCHOLARS

### HATS OFF TO OUR 12 CHADDICK SCHOLARS!

As another academic year comes to an end, we would like to offer an informal “congratulations” message to our 12 Chaddick Scholars, who finished their requirements despite the travails of having to do everything online. Each consistently attended our webinars and online outreach programs, virtual social gatherings, and on-campus events (pre-COVID-19). The 12 students were recognized at Chaddick’s End of Year virtual celebration and received scholarship funding.

### *2020 Chaddick Scholars:*

**ALEX ASTA** | SUSTAINABLE URBAN DEVELOPMENT

**ERIN BAYNES** | SCHOOL OF PUBLIC SERVICE

**JAMAIN ALBERTO GOODING** | SUSTAINABLE URBAN DEVELOPMENT

**LUCAS HAWLEY** | SCHOOL OF PUBLIC SERVICE

**JAMAL McPHERSON** | SCHOOL OF PUBLIC SERVICE

**PJ NASSOS** | SCHOOL OF PUBLIC SERVICE

**COLE NEDER** | SCHOOL OF PUBLIC SERVICE

**DELIA ODEH** | SCHOOL OF PUBLIC SERVICE

**YASMIN OUTLAW** | SCHOOL OF PUBLIC SERVICE

**JACOB WALLS** | SCHOOL OF PUBLIC SERVICE

**MAGGIE YOUNG** | SUSTAINABLE URBAN DEVELOPMENT

**ROB ZIMMER** | SCHOOL OF PUBLIC SERVICE



*Clockwise from top left: Alex Asta, Erin Baynes, Jermaine Alberto Gooding, Lucas Hawley, Jamal McPherson, PJ Nassos, Cole Neder, Yasmine Outlaw, Deliah Odeh, , Jacob Walls, Maggie Young, Rob Zimmer*

Six students also received our prestigious **HARRY F. CHADDICK SCHOLARSHIPS**

## *Advisory Committee for our Metropolitan Design Review Network*



**CONSUELO ARGUILLES, AICP** | DIRECTOR OF COMMUNITY DEVELOPMENT  
VILLAGE OF VILLA PARK, IL

**JEFF BRADY, AICP** | DIRECTOR OF PLANNING/ DEPUTY DIRECTOR OF DEVELOPMENT  
VILLAGE OF GLENVIEW, IL

**ANDY CROSS, AICP** | SENIOR PLANNER | CITY OF HIGHLAND PARK, IL

**LIZ DELEVITT, RA** | PLANNING & DESIGN SPECIALIST | VILLAGE OF DEERFIELD, IL

**EMILY EGAN, AICP** | ASSISTANT CITY PLANNER | CITY OF ELMHURST, IL

**TOM FARACE, AICP** | PLANNING & ECONOMIC DEVELOPMENT MANAGER  
VILLAGE OF CAROL STREAM, IL

**RYAN FRANKLIN, AICP** | ASST. DIRECTOR OF COMMUNITY DEVELOPMENT, PLANNING MANAGER  
VILLAGE OF SCHAUMBURG, IL

**JOHN HEDRICK** | ATTORNEY/CONSULTANT

**SCOTT MAGNUM, AICP** | COMMUNITY DEVELOPMENT DIRECTOR |  
VILLAGE OF LINCOLNWOOD, IL

**LAURIE B. MARSTON, FAICP** | CONSULTANT

**LINNEA O'NEILL, AICP, RLA** | PLANNER & LANDSCAPE ARCHITECT | VILLAGE OF NORTHFIELD, IL

**DUDLEY ONDERDONK, FAICP, LEED-AP, CNU-A** | PARK DISTRICT COMMISSIONER, PLAN  
COMMISSIONER, VILLAGE OF GLENCOE, IL

**STEPHEN ROBLES, AICP** | ASSISTANT DIRECTOR OF COMMUNITY DEVELOPMENT  
VILLAGE OF WHEELING, IL

**CHRIS SANDINE, AICP, LEED GREEN ASSOCIATE** | ASSOCIATE PLANNER  
VILLAGE OF LIBERTYVILLE, IL

## CHADDICK IN THE NEWS

Below is a sample of our press attention over the course of the year. For a full list of media coverage, visit our [Chaddick in the News](#) page.

- **FREIGHTWAVES:** [Amazon Eyes Fleet of 85 Aircraft as it Changes Course to Buy its own Freighters](#) (January 7, 2021)
- **DAILY HERALD:** [Transit Predictions for 2021: Air Travel Rebounds, Metra Has 'Existentialist' Crisis](#) (December 28, 2020)
- **NPR-ALL THINGS CONSIDERED:** [Effects of the Pandemic on the Bus Travel Industry](#) (December 21, 2020)
- **CRAIN'S CHICAGO BUSINESS:** [Linking Workers to Jobs Is a Massive Post Pandemic Problem](#) (November 25, 2020)
- **METRO MAGAZINE:** [Redrawing the Lines of Transit Bus Services](#) (October 28, 2020)
- **DAILY HERALD:** [Southwest Airlines to Start Flights from O'Hare in 2021](#) (October 12, 2020)
- **FREIGHTWAVES:** [Amazon Air Expands at Unprecedented Pace, Report Says](#) (September 11, 2020)
- **CNBC:** [Amazon Is Rapidly Adding Planes to its Air Fleet, Inching Closer to UPS and FedEx](#) (September 15, 2020)
- **FREIGHTWAVES:** [Amazon Air and ATSG Grow Together: The Expansion of Amazon's Air Network Puts Pressure on FedEx, UPS](#) (June 5, 2020)
- **CRAIN'S CHICAGO BUSINESS:** [To Fix Transit, Think Outside the Firebox: When the Crisis Subsides, Our Region Must Adopt Strategies that Make Our Transit System More Effective. Here Are Three Ways to Do It.](#) Op-Ed by Joe Schwieterman (June 4, 2020)
- **THE LOAD STAR:** [Amazon Air Would Need a Fleet of 200 Freighters for a Truly Global Presence](#) (May 26, 2020)
- **STREETSBLOG:** [Can Partnerships between Transit and Ride-Hail Help with Post-Pandemic Recovery?](#) (April 22, 2020)
- **METRO MAGAZINE:** [Transit, Rideshare Partnerships may Rise in Post-Pandemic Era, New Study Argues](#) (April 14, 2020)
- **WGNTV:** [COVID-19: The Impact the Virus May Have on Travel & Public Transportation](#) (March 16, 2020)

