



DEPAUL UNIVERSITY

CHADDICK INSTITUTE FOR  
METROPOLITAN DEVELOPMENT

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# 2021 ANNUAL REPORT & PROGRAMMATIC HIGHLIGHTS

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Prepared by Joseph P. Schwieterman, Ph.D., Director  
Abby Mader and Allison Woodward

March 2022

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## A NOTE FROM THE DIRECTOR

March 25, 2022

Dear Friends,

The Chaddick Institute's efforts to cultivate effective neighborhood and city planning as well as promote high-quality transportation have crossed several important milestones in the past year. We held our 25<sup>th</sup> study trip for DePaul graduate students, brought our first-ever student delegation to Washington, DC for the Transportation Research Board conference, and held our 20th technical walking tour during the summer. It has been an exciting time for Chaddick!



This year's *Annual Report* outlines the programs that are helping Chaddick emerge from the COVID-19 pandemic with renewed vigor. Our staff and advisors are blessed with the continued financial support from the Chaddick Foundation, which makes possible our broad agenda and is critical to maintaining our entrepreneurial spirit. We also added the following financial support:

- An Edward & Rose Donnell Foundation gift for our co-curricular programs and a Stephen and Alice Rudolph gift for our air transport policy initiative.
- Generous in-kind support from the School of Public Service, which we rely on for resources, support, and guidance, is anchored by our work with Professor Euan Hague.
- Approval for a \$54,000 grant from the National Great Rivers Research and Education Center to support effective planning and management of waterways.
- Numerous small gifts and grants--and success at the 2022 Blue Demon Day Challenge

Our programs gave more than 40 graduate students opportunities to expand their professional skills and feel part of an intellectual community during the pandemic. Last year, we provided 16 tuition scholarship awards, totaling more than \$50,000. We named two winners in our design competition. We had five part-time student workers. Seven students became co-authors of studies that we either published or presented at conferences.

And it feels great to take DePaul graduate students once again on the rails and road. We took two dozen people to Milwaukee for our autumn study trip. Plus, they helped with our research, which was showcased in numerous major media outlets, including the Chicago Tribune, CNBC, Crain's Chicago Business, and the Wall Street Journal.

We welcome everyone to come to campus for an event, drop by for an informal tour of our offices and conference room, or join one of our listservs.

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

Joseph P. Schwieterman, Ph.D.

Director, Chaddick Institute for Metropolitan Development

## CHADDICK INSTITUTE STAFF AND ADVISORS

**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*.

**Borja Gonzalez Morgado, Allison Woodward, and Abby Mader**, graduate students in the College of Liberal Arts & Social Science, are graduate research associates. Recently graduated student **Crystal Bell** and **Hitch Hirst** also contributed to Chaddick research. Abby serves as Program Manager.

We work closely with our external advisors, including **John Hedrick**, who supports our Municipal Design Review Network; **Deborah Carter-McCoy**, who supports our transportation programs; and **Susan Aaron**, who supports our civic efforts. We are also extremely grateful to our other advisors, including **Dudley Onderdonk, Eric Cempel**, and **Ruth Wuorenma**. The Institute also relies heavily on the involvement of DePaul faculty, including **Euan Hague** and **Nick Kachirboubas**.

Our Chaddick Fellows Program also got its start last month, with **Derick Anderson, Brandon Bordenkircher, and Rachael Smith** named Chaddick Alumni Fellows, and **Patrick Steffes** named a Chaddick Community Fellow. Patrick supports our Forgotten Chicago partnership.



*Photographs of some of our staff, students, and advisors. Clockwise from left: Stephen Rudolph; C. Scott Smith; Joseph Schwieterman; Allison Woodward; Borja Gonzalez Morgado; Abby Mader; John Hedrick; Derrick Anderson*

## RESEARCH & PUBLICATIONS

The 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 2021 to February 2022:



#### **The Rise of Cargo-Focused Hub Airports: Pandemic Year 2020**

A policy brief that examines the dramatic changes underway in retail commerce during the pandemic.

#### **Spring Surprise: Air & Train Fares Surge While Bus Fares Fall for Trips Less Than 500 Miles.**

Analyzes the cost of air, train, and bus fares for trips under 500 miles to find the most efficient option.

#### **Blue Skies for Amazon Air: The Expanding Capabilities of Amazon's Cargo Airline.**

This is our fourth bi-annual review of the e-commerce service provider.

#### **Holiday Stuffing: Surging Thanksgiving traffic leads to higher airfares and sold-out trains, but bus, car rental, and rail bargains can still be found.**

This Chaddick Brief was issued during the Thanksgiving Day holiday traffic buildup.

#### **Intercity Bus Bounceback: 4<sup>th</sup> Quarter 2021 bringing Renewed Optimism with a Struggling Sector**

This report shows how renewed interest in travel and higher gasoline prices are boosting bus travel.

#### **Routes to Recovery: 2022 Outlook for the Intercity Bus Industry in the United States**

Our 15<sup>th</sup> annual review of intercity bus travel, including custom maps and graphics.

These and other reports are available for free download at [chaddick@depaul.edu](mailto:chaddick@depaul.edu)



## 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, professional outings with the School of Public Service, and on-campus programs. Our staff works closely with the 10 – 12 students who complete our immersive Chaddick Scholars program each year. Please refer to page XX for a list, with photos, of our Chaddick Scholars class of 2021.*

### Related Events:

#### Spring Study Trip for Graduate Students

MAY 2021 | ATTENDANCE: 15

The Virtual Spring study trip was attended by 15 students. School of Public Service alum Valerie Egon (Oregon Department of Transportation) provided insight on eco-friendly practices for the Columbia River Gorge. Andy Cross provided resume and career tips and spoke on topical development issues within his community.



#### Autumn Study Trip to Milwaukee

OCTOBER 2021 | ATTENDANCE: 22

Graduate students participated in a daylong trip via Amtrak's Hiawatha Service to this neighboring Wisconsin city. This trip included discussions with leaders of the Historic Third Ward, managers of a streetscape program at the City of Public Works, and senior officers of Revitalize Milwaukee. Our outing was Chaddick's 20th study trip!



#### Chaddick "Blue Demons" Basketball Outing

DECEMBER 2021 | ATTENDANCE: 12

Chaddick brought together students and alumni for DePaul's Blue Demons vs. Duquesne University basketball game, hosted an informal tour of the Wintrust Arena led by Joe Schwieterman, and witnessed a Blue Demon victory.

#### Urban Design Award Program and Winners

DECEMBER 2021

The fourth annual Urban Design Award Program is a competition for first-year Sustainable Urban Development graduate students where each student submits a 3-D model using Sketchup and neighborhood maps prepared using Illustrator and GIS for a vacant parcel. Congratulations to winner Christopher Sandine and runner-up Ken Thomas.



## DELEGATION TO THE TRANSPORTATION RESEARCH BOARD

JANUARY 2022 | ATTENDANCE: 5

Three graduate students, a recent alumnus, Chaddick director Joe Schwieterman, and advisory Eirk Cempel took part in Chaddick activities at this annual conference in Washington, DC. The students also helped host a reception at the Marriott Marquis hotel, attended by 25.



## PROFESSIONAL PROGRAMS & TRAININGS — METROPOLITAN CHICAGO

*Chaddick frequently hosts events for area professionals, including our 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 professionals in metropolitan Chicago, as well as to give graduate students access to meaningful networking events.*

### Related Events:

#### Expanding Amtrak's Chicago - Twin Cities

Service: New Insights and Updates

MARCH 2021 | ATTENDANCE: 103

A Transportation Research Forum webinar that explored plans for an additional Chicago - Milwaukee - Twin Cities train. Amtrak's Richard Rogers and Derrick James provided the latest news on the inter-governmental collaborations that are creating momentum. Frank Douma, of the University of Minnesota, and Erik Cempel, consultant, served as moderators.



#### Transportation Research Forum Spring Networking Event | APRIL 2021 |

ATTENDANCE: 24

Attendees had the chance to talk with guest experts Marni Pyke, Daily Herald reporter, Lindsay Bayley, Senior Planner with Chicago Metropolitan Agency for Planning, and Tammy Wierciak, Metro Strategies. The event featured small-group discussions with these notable analysts and consultants.



### Illinois Center and Lake Shore East: From Rail to Real Estate MAY 2021 | ATTENDANCE: 150

Part of our ongoing collaboration with Forgotten Chicago, Patrick Steffes explored the past of the ever-changing Downtown Chicago, and its history with railways.



### Showcasing Chicago's Electric Vehicle Pilot

JUNE 2021 | ATTENDANCE: 24

Chaddick's summer transportation webinar included a timely interview with Roman Kuropas, CEO of Innova EV, the first company to launch an electric vehicle pilot in the City of Chicago.

### Municipal Design Review Network "Walking Tour" in Highland Park

AUGUST 2021 | ATTENDANCE: 24+

A technical walking tour hosted by the City of Highland Park consisting of networking and gathering time at City Hall, and a tour by Andy Cross highlighting downtown redevelopment, examples of design guidelines in effect, and the challenges of new zoning changes. This is the 13<sup>th</sup> summer walking tour hosted by "MDRN."



### Sunday Tour of Illinois Center and Lake Shore East

AUGUST 2021 | ATTENDANCE: 24+

A walking tour of Illinois Center and Lake Shore East, as well as St. Regis Tower, led by Patrick Steffes. This event was part of our Forgotten Chicago collaboration, now in its third year. The willingness of so many to brave the rain offered a testimonial to the strength of our partnership with Forgotten Chicago.

### Transportation Research Forum - Autumn Professional "Mixer"

OCTOBER 2021 | ATTENDANCE: 28



The meeting consisted of networking and informational breakout sessions hosted by the Chicago Chapter of the Transportation Research Forum. Small group discussions were led by Libby Ogard, Prime Focus, who discussed congestion at the ports; David Tomzik, Pace Suburban Bus, who discussed transit planning; and Allison Woodward, graduate student, who discussed mobility in Benin, West Africa.



### **Design Review Networking & Idea Exchange** | DECEMBER 2021 | ATTENDANCE: 28

The meeting allowed attendees to share strategies and “best practices” related to emerging planning and design challenges. Hosted by city planner Andy Cross, AICP, City of Highland Park, it featured small-group discussions of current planning issues led by Ryan Franklin, AICP, Village of Schaumburg, Scott Mangum, AICP, Village of Lincolnwood, and Emily Egan, AICP, Village of Brookfield.

## **ACADEMIC SYMPOSIA, NATIONAL WEBINARS & POLICY PARTNERSHIPS**

*Chaddick hosts two major symposia each year: one on aviation policy (postponed in 2021 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.*

### **2021 Transportation Research Forum Conference**

APRIL 2021 | ATTENDANCE: 49

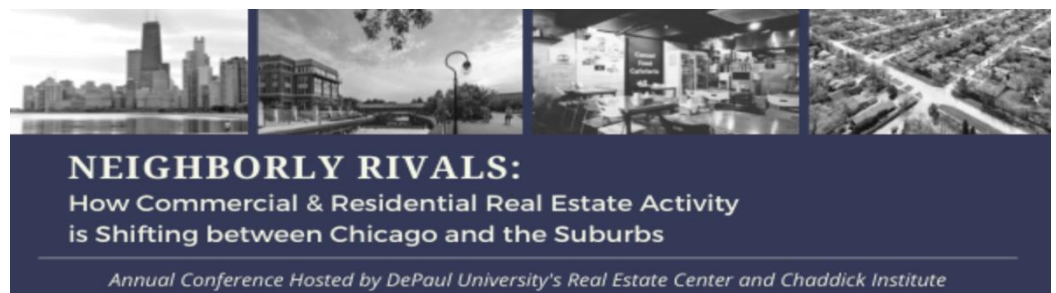
Graduate Students Jacob Walls, Borja Gonzalez, and Crystal Bell presented our research into the explosive growth of Amazon Air in early 2021. Crystal Bell, Mitch Hirst, and Kimberly Fair presented our research into the changes in service in the intercity bus industry during and before the COVID-19 pandemic.

### *“Future of Bus Travel” Virtual Conference* | JUNE 2021 | ATTENDANCE: 200

*The Future of Bus is Digital Conference*, hosted by Reservmas-Sass and co-sponsored by Chaddick. The conference offered simultaneous translation, a “first” for a Chaddick-sponsored event.

### **“Neighborhood Rivals” Conference attracts 85** | NOVEMBER 2021 | ATTENDANCE: 85

A joint conference held by both Chaddick and DePaul’s Real Estate Center to discuss how commercial and residential real estate activity is shifting between Chicago and the Suburbs. The symposium featured Michael Fassnacht, World Business Chicago; Lee Everett, Waterton; Rachael Smith, AICP, All Together; Derek Fohl, Midwest Capital Markets; and Bennett Webster, Paramount Lodging Advisors.



## 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 2021, 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.

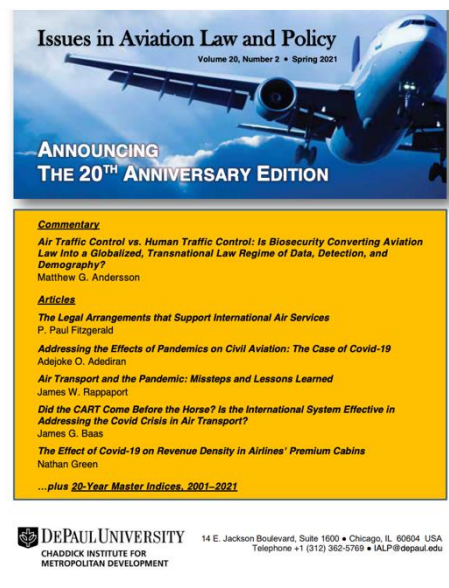
#### AMAZON AIR POLICY BRIEFS

The Chaddick Institute continued its practice of releasing *two widely circulated policy briefs* on Amazon Air, a unit of Amazon whose growth has major implications for at-home delivery services. Each brief explored the airline’s domestic and international initiatives. We thank our graduate student study team of Allison Woodward, Crystal Bell, Abby Mader, and Borja Gonzalez Morgado, as well as Stephen Rudolph, for assisting with these publications.

Our Amazon Air Briefs have garnered international attention, including coverage from [MSNBC](#), [Bloomberg](#), and [Freightwaves](#). More than 40 news articles devoted exclusively to the first brief have been published since June 2020.

#### MEDIA SUPPORT ON CHICAGO AVIATION ISSUES

Institute director Joe Schwieterman made regular “appearances” on WBBM New Radio 780’s “Noon Business Hour” to discuss aviation and airport issues, as well as provide numerous other interviews on topics related to Chicago and national air travel. The agenda also includes a pair of *Chicago Tonight* appearances.



## OUR CHADDICK SCHOLARS

### CHEERS TO OUR 9 CHADDICK SCHOLARS!

In June 2021, Chaddick was pleased to bestow the distinction of “Chaddick Scholars” on 9 students. All who finished their requirements despite the travails of having to complete some tasks online. They consistently attended our webinars and online outreach programs, virtual social gatherings, and on-campus events. All were recognized at Chaddick’s End of Year celebration and received scholarship funding.

### 2020 Chaddick Scholars:

REED CAPSHAW | SCHOOL OF PUBLIC SERVICE

HUGO CORONADO | SUSTAINABLE URBAN DEVELOPMENT

KIMBERLY FAIR | SCHOOL OF PUBLIC SERVICE

SARA FRANKIEWICZ | SUSTAINABLE URBAN DEVELOPMENT

DYLAN HABER | SUSTAINABLE URBAN DEVELOPMENT

JENNIFER HERNANDEZ | SCHOOL OF PUBLIC SERVICE

MITCH HIRST | SUSTAINABLE URBAN DEVELOPMENT

CASEY LAWLER | SUSTAINABLE URBAN DEVELOPMENT

VALERIA TARKA | SUSTAINABLE URBAN DEVELOPMENT



*From left to right, by row: Reed Capshaw, Hugo Coronado, Kimberly Fair, Sara Frankiewicz, Dylan Haber, Jennifer Hernandez, Mitch Hirst, Casey Lawler, Valeria Tarka*

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

**MICHAEL GARRIGAN, AICP** | DIRECTOR OF COMMUNITY DEVELOPMENT,  
VILLAGE OF ANTIOCH, IL

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



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

**STANLEY POPOVICH, AICP**, DIRECTOR OF COMMUNITY DEVELOPMENT, VILLAGE OF DOWNERS GROVE, 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.

**Wall Street Journal:** *Supply-Chain Obsession Is a Prime Day Gift for Amazon Air*, March 16, 2022

**Air Cargo News:** *Amazon rapidly expands European freighter operations*, March 15, 2022

**Freightwaves:** *Amazon increases cargo flights 30%, could soon reach 100 freighters*, March 15, 2022

**MassTransit:** *DePaul Study: First-class intercity bus services shifts ground travel in new directions*, February 24, 2022

**BusRide:** *Intercity Bus Industry Shifts in Surprising Directions as the Pandemic Subsides*, February 24, 2022

**Metro:** *Intercity Bus Lines Gearing Up for a Strong Summer, but Challenges Remain*, February 24, 2022

**Mass Transit:** *New DePaul University report shows favorable spring and summer outlook for Intercity Bus lines*, January 12, 2022

**Metro Magazine:** *Intercity Bus Lines Bounce Back in Autumn, Even as Omicron Loom*, January 10, 2022

**AirCargo News:** *Amazon Air ramps up flights for Cyber Monday*, December 8, 2021

**Freightwaves:** *Amazon Air activity soared for Cyber Monday* December 8, 2021

**Bus and Motorcoach News:** *Chaddick Institute highlights holiday transportation trends*, November 26, 2021

**ABC 7:** *'Worse than before pandemic': Holiday travel rush underway as many gather for Thanksgiving*, November 21, 2021

**Smart Cities Dive:** *Greyhound acquired by fast-growing FlixBus, which aims to expand bus travel in the U.S.*, October 29, 2021



THE WALL STREET JOURNAL.



**Seattle Times:** Amazon seeks used long-range cargo jets that can fly from China, October 14, 2021

**BisNow:** The Chicago Bears have a suburban mission, experts agree there is enough demand, October 6, 2021

**CNBC:** Amazon is rapidly expanding its air fleet across the U.S., September 4, 2021

**WBEZ Chicago:** How Will Chicago Benefit From Biden's Pending Infrastructure Bill?, August 2, 2021

**Travel Weekly:** As car rental and ride prices soar, travelers seek alternatives, August 2, 2021

**Lohud:** Port Authority Bus Terminal was once a marvel. Will the next one meet commuters' needs?, June 30, 2021

**Forbes:** As Airfares Take Off, More Cars Choke the Highways, May 29, 2021

**Spectrum News 1:** Trying to get out of town this weekend? A bus may be your cheapest option, May 27, 2021

**Metropolitan Airport News:** U.S Airports that Service Cargo as a Primary Focus Grow Rapidly, April 23, 2021

**Metro Magazine:** The Road for Intercity Bus Lines Riddled with Hazards Until Summer, April 15, 2021

**Simple Flying:** Inside the Rapid Growth of US Cargo Hub Airports, April 5, 2021

**Transport Topics:** As Amazon Air Expands, Report Sees Potential Challenge to UPS, FedEx and USPS, March 2, 2021

