

# 2024

## Annual Report & Programmatic Highlights

Chaddick  
Institute for  
Metropolitan  
Development



### Prepared by

Joseph P. Schwieterman, Ph.D, Director, William Kling,  
Zaria Bonds and MaryAnn McGovern

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## A NOTE FROM THE DIRECTOR

Dear Chaddick Friends,

Finding new ways to advance our mission of making cities and metropolitan areas better places to live, work, and play is one of the rewarding parts of being the Chaddick Institute's director. Over the past year, some of our most exciting opportunities have revolved around deepening our ties with organizations that complement ours. We worked closely with Better Street Chicago, High Speed Rail Alliance, Metropolitan Planning Council, and American Planning Association-Illinois Chapter. With William Kling, J.D. as assistant director, we've built strong collaborations with the Black Community Providers Network and Hispanic Housing Coalition.



The results have been gratifying. Our analyses have been featured in outlets like Bloomberg, METRO Magazine, National Public Radio, nbcnews.com, and various local newspapers nationwide. Additionally, in collaboration with the National Great Rivers Research & Education Center, we released a well-received Rivers of Opportunities featuring 25 smaller communities around the state notable for effective use of waterways and launched our River Fellows program, bringing four talented individuals into our fold.

The strength of the Chaddick Institute lies in our personal relationships, which form the foundation of everything we do. Last year, we hosted three Municipal Design Review Network events, including a walking tour of sustainable infrastructure in Wilmette. Our team also took more than 40 students on study trips to Austin, TX, and Milwaukee. We played a key role in organizing the 65th Annual Transportation Research Forum Conference, which brought together students and professionals from around the world to discuss pressing transportation issues.



The importance of relationships became especially clear last June when our latest cohort of Chaddick Scholars and graduating staff members received their diplomas and set off on their new journeys. Our takeaway is that inspiring the next generation should always be our primary focus and may become our most significant legacy.

Our 2024 Annual Report highlights our programs, research, and pleasant surprises. This momentum has made this year exciting for our team!

A handwritten signature in black ink that reads "Joseph P. Schwieterman".

Joseph P. Schwieterman, Ph.D. | Director, Chaddick Institute

## CHADDICK INSTITUTE STAFF AND ADVISORS

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

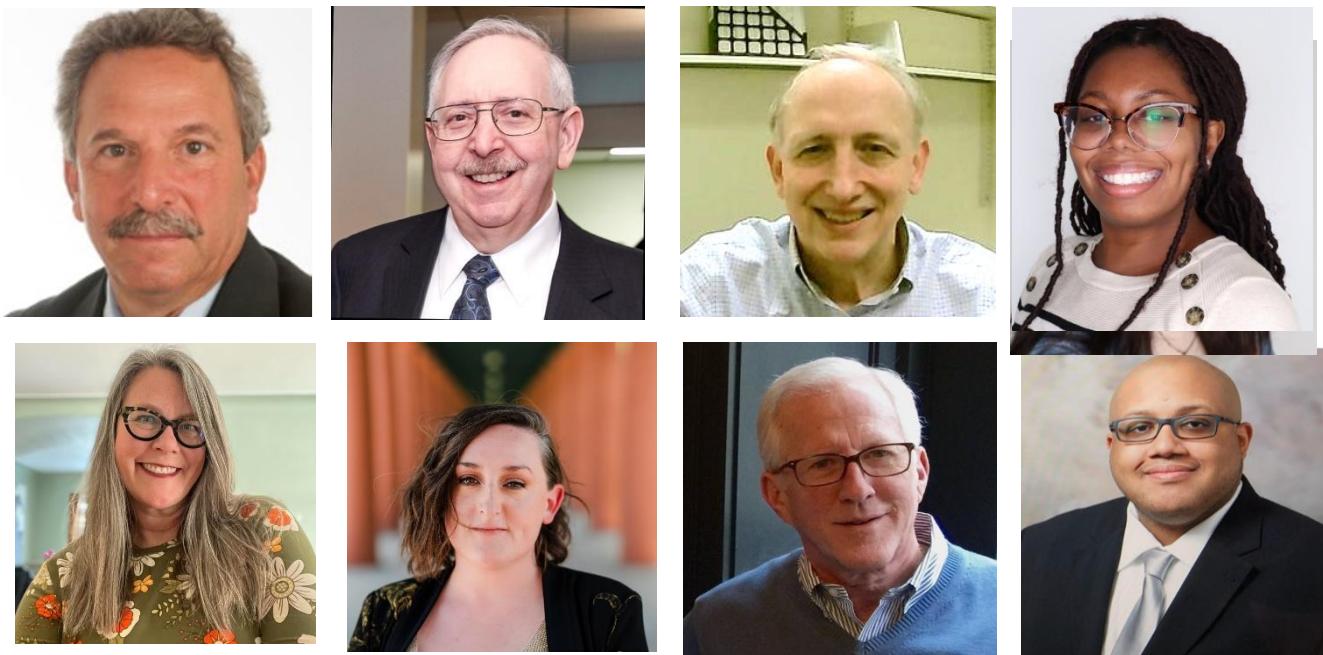
**William Kling, JD**, is the Institute's Project Director. Dr. Kling also teaches at DePaul and cultivates our relationships with community organizations throughout the city.

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

**Zaria Bonds and MaryAnn Govern**, graduate students in the College of Liberal Arts & Social Science, are graduate research associates. Zaria serves as our Program Manager. **Blythe Chesney** served as our podcast manager, while recent alumna **Carrie Craig** assisted with Chaddick's research efforts.

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 incredibly grateful to our other advisors, including **Dudley Onderdonk**, **John Hedrick**, and **Diane Gormely-Barnes**. The Institute also relies heavily on the involvement of DePaul faculty, including **Euan Hague**, and staff, particularly **Meghan Boyles**.

Our Chaddick Fellows Program 2024 25 includes **Derick Anderson**, **Phillip Hanegraaf**, FAICP, and **Patrick Steffes**. Patrick supports our Forgotten Chicago partnership.

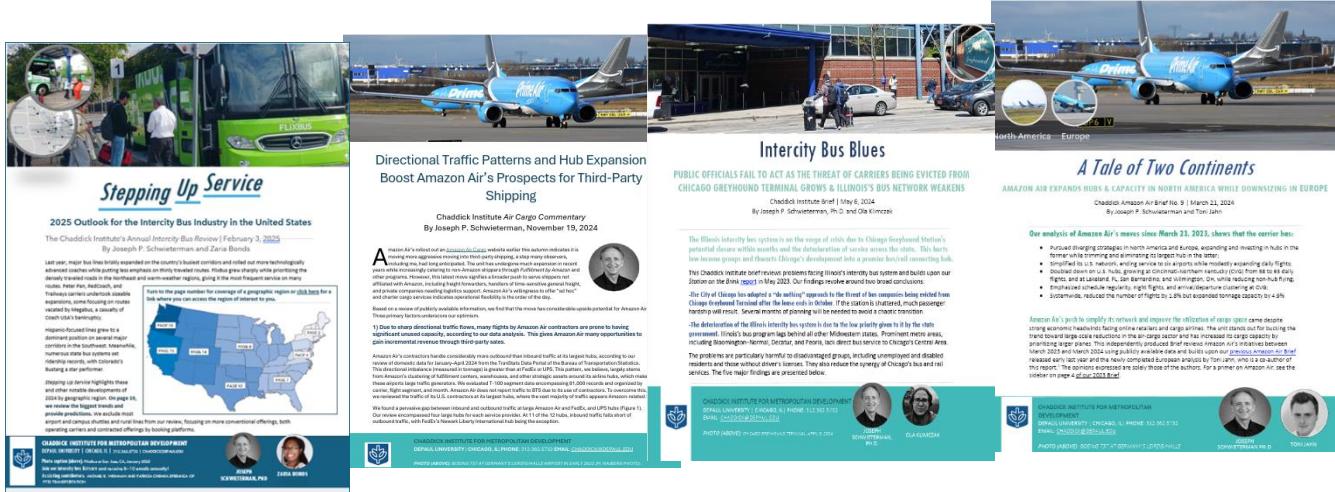


*Clockwise from left: Bill Kling; Steve Rudolph; Joseph Schwieterman; Zaria Bonds; Deborah Carter McCoy; MaryAnn McGovern; John Hedrick; Derick Anderson*

## RESEARCH & PUBLICATIONS

*The Chaddick Institute raises awareness of timely policy issues that can improve metropolitan regions' performance. Each year, our research team issues several significant studies resulting from extensive involvement from graduate students.*

## ***Policy studies issued from February 2024 to February 2025:***



## Comprehensive Studies

*Stepping Up Service: 2025 Outlook for the Intercity Bus Industry.* February 6, 2025

**Air Cargo Commentary: Directional Traffic Patterns and Hub Expansion Boost Amazon Air's Prospects for Third-Party Shipping.** November 19, 2024.

## ***Intercity Bus Blues: Public Officials Fail to Act as the Threat of Carriers Being Evicted from Chicago Greyhound Terminal Grows & Illinois's Bus Network Weakens.*** May 7, 2024.

***A Tale of Two Continents: Amazon Air Expands Hubs & Capacity in North America while Downsizing in Europe. March 22, 2024.***

### Shorter Reports and Studies

**Policy Brief: Chicago Is About to Become the Largest City in the Western Hemisphere without an Intercity Bus Station. August 27, 2024.**

# NATIONAL GREAT RIVERS RESEARCH & EDUCATION CENTER INITIATIVE

Chaddick began with the fourth phase of our river ecology project with the National Great Rivers Research & Education Center, a prominent nonprofit organization based in Alton, IL. William Kling, JD, leads the project with assistance from Zaria Bonds. Our milestones for 2024 include the following:

- Logging more than 2,000 miles of air, bus, and auto travel to meet with our state's river professionals in small- to midsize communities.
- Welcoming our first River Fellows (see graphic at right), who are participating in special projects related to review planning and ecology
- Collaborating with regional advocates and state policy officials through the leadership of Professor Kling, J.D.
- Hosting two events, including a statewide webinar attracting more than 80
- Releasing our Rivers of Opportunity report to a statewide audience (see below)

## RIVER FELLOWS

**Anna Clissold, Ph.D., DePaul Humanities Center**  
Supporting outreach and peer review of our river-focused initiatives.

**Brian "Fox" Ellis, Illinois Audubon Society**  
Expanding engagement among downstate river communities

**Adam Flickinger, AICP, Friends of the Chicago River**  
Preparing case study analysis of river governance in large U.S. Cities

**Tijana Tufek-Memisevic, Ph.D., DePaul University**  
Leading an initiative to recognize municipal excellence in river policy

The Chaddick Institute announces our inaugural River Fellows class. Each will support our programs to promote effective policymaking for rivers and streams during.



In late October 2024, Chaddick released ***Rivers of Opportunity: 25 Small and Mid-Size Cities in Illinois that Adeptly Leverage Their Rivers to Enhance Ecosystems and Community Life***, created as part of our partnership with the National Great Rivers Research & Education Center. The study showcases cities around the state with thoughtful river policies. The study team traveled to nearly all 25 featured communities for site visits.

## TALKING TRANSPORTATION PODCAST

We released two episodes over the past year, each involving conversations between Professor Joe, Blythe Chesney (our podcast manager), and a guest. All episodes are available on SoundCloud, and episodes 8 and 9 are available on Spotify and Apple Music.



### ***Episode #8: E-Scooter Surprises + The Rise of Micromobility in Major Cities.*** May 24th, 2024.

A conversation with senior director of government relations at Lime, LeAaron Foley.

### ***Episode #9: Elevating Experiences Through Placemaking: Insights from All Together.*** December 22nd, 2024.

A special conversation with All Together principals Rachael Aziz and Marisa Schulz.



# STUDENT ACTIVITIES & OPPORTUNITIES

*Our programs center on engaging DePaul's talented students in events and networking opportunities. Students participate in our twice-annual study trips and professional outings with the School of Public Service. We also work closely with the students who complete our immersive Chaddick Scholars program each year. Please refer to page 13 for a list of our Chaddick Scholars class of 2025.*

## **Related Events:**



### **65th Annual Transportation Research Forum in D.C.**

APRIL 2024 | ATTENDANCE: 8

Seven graduate students traveled to Arlington, VA, with Professor Schwieterman for the 65th Annual Transportation Forum. Students learned about a wide range of transportation topics in poster and paper sessions, and two of our own, Ola Klimczak and Emily Hamilton, presented their research!



### **Chaddick Institute's Spring Study Trip**

MAY 2024 | ATTENDANCE: 15

Our spring study trip featured visits to Hyde Park, the Loop, and Little Italy. Highlights included the Near West Side, including Little Italy and UIC, a meeting with Illinois Realtors, and a ride on the Metra Electric—special thanks to Professor Timothy Elliot for the Taylor Street tour.

### **Milwaukee Study Trip**

NOVEMBER 2024 | ATTENDANCE: 20



Students and staff participated in our annual Study Trip to Milwaukee, most traveling together on Amtrak. The group met with the local nonprofits Big Brothers Big Sisters of Metro Milwaukee, the Community Advocates Public Policy Institute, the Women's Fund of Greater Milwaukee, and the Historic Third Ward. The City of Milwaukee staff presented transportation planning and infrastructure updates. The trip concluded with a scenic ride on Milwaukee's streetcar and a visit to Milwaukee Public Market.

### **Career Opportunities, Near and Far**

FEBRUARY 2025 | ATTENDANCE: 5

Deborah Carter-McCoy, a senior official at Minnesota-based Environmental Initiative and Chaddick Institute advisor, returned to campus to work individually with graduate students about their career interests and goals. In addition to one-on-one meetings, students also participated in a mid-day discussion on strategies for refining career goals. Deborah also works to support our Transportation Research Forum chapter.

### **Chaddick Scholars Outing**

FEBRUARY 2025 | ATTENDANCE: 9

Nine Chaddick Scholars spent the day exploring Chicago's urban development, including LaSalle St. redevelopment and visiting the Back of the Yards neighborhood for a tour of The Plant, a research and production facility focused on community collaboration and small food businesses. Led by John Edel, students learned about the unique practices of this converted meatpacking plant. The group also enjoyed dinner in Chinatown and a glimpse of a DePaul vs. Butler basketball game at Wintrust Arena.



## **PROFESSIONAL PROGRAMS & TRAINING – 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).*

### **Related Events:**



### **Exploring the Changing South Loop Cityscape**

JUNE 2024 | ATTENDANCE: 28

Twenty-eight individuals attended our walking tour, "Evolving Transportation in the Loop," led by Chaddick Urban Program Advisor and Community Fellow Patrick Steffes, with support from Forgotten Chicago. The Sunday afternoon tour encompassed the South Loop, rapidly changing areas along the Chicago River, and Chicago Union Station's vicinity. Attendees also learned about Chaddick's analysis of municipal riverfront strategies.

### **Municipal Design Review Network Tour of Wilmette**

SEPTEMBER 2024 | ATTENDANCE: 38

Our fifteenth annual mobile workshop (walking tour) hosted by the Village of Wilmette attracted 38 attendees throughout the metropolitan region. The tour focused on the village's downtown district, exciting transit-oriented residential developments, and streetscape enhancements, and was followed by an informal lunch.





### ***Rollin' on the River Session at APA Conference***

**SEPTEMBER 2024 | ATTENDANCE: 8**

Eight DePaul students traveled to Champaign, IL, for the American Planning Association – Illinois conference, where Chaddick hosted a session with 75 participants. The panel featured Joe Schwieterman, William Kling, Julie Wilkerson, and Brendan Lynch, with insights from our published paper on municipal best practices. Students traveled together on Amtrak and enjoyed an evening meal in downtown Champaign.

### **MDRN Idea Exchange**

**DECEMBER 2024 | ATTENDANCE: 35**

Thirty-five professionals and graduate students participated in our Municipal Design Review Network's seventh annual "Idea Exchange." Representatives from a dozen municipalities, the Chicago Metropolitan Agency for Planning, and three area consultancies participated in the conversations. We thank Jeff Brady (Village of Glenview, IL), Michigan Garrigan (Village of Antioch), Consuelo Arguilles (City of Addison, IL), Diane Gormely-Barnes (Village of Indian Head Park, IL), and Kate Portillo (Village of Skokie) for serving as discussion leaders.



### **Chaddick Scholars Reunion Banquet**

**FEBRUARY 2024 | ATTENDANCE: 36**

A gathering of 36 scholars commemorated the Chaddick Institute's rich history and promising future. The event highlighted the diverse achievements of our alums, each contributing to the institute's legacy in unique and impactful ways. We are extraordinarily proud of our alums' contributions to civic and communities worldwide.



# ACADEMIC SYMPOSIA, NATIONAL WEBINARS, & POLICY PARTNERSHIPS

*Chaddick hosted a major symposium on the future of downtown. We also host events that attract audiences throughout the United States and abroad, including Transportation Research.*



## Symposium on Transit Sustainability

NOVEMBER 2024 | ATTENDANCE: 60

An audience of sixty attended our first-of-its-kind afternoon symposium, Strategies for Electrification and Alternative Fuels. Our panel featured James Derwinski, Executive Director of Metra; Melinda Metzger, Executive Director, Pace Suburban Bus; Jim Harper, Chicago Transit Authority; and Samantha Bingham, City of Chicago. We thank Phil Hanagraaf, Chaddick Advisor, and Craig Cipriano from STV for moderating this fascinating event.

## Chaddick Holiday Reception

DECEMBER 2024 | ATTENDANCE: 31

Thirty-one attended the Chaddick Holiday Reception, which we celebrated completing our latest edition of *Issues of Aviation Law & Policy*, newly graduating students, and the winners of our 2024 Urban Design Award Competition (photo of winner at right). We also thanked several generous benefactors of the Chaddick Institute.



## Annual Conference on The Surprising Strength of Neighborhood Retail

FEBRUARY 2025 | ATTENDANCE: 80

Our annual conference with the Real Estate Center at DePaul, held on campus, attracted 80 participants and explored the rapidly changing neighborhood retail scene, including updates about entertainment venues, restaurants, and specialty services. Our keynote speakers, Ciere Boatright, Commissioner, Chicago's Department of Planning & Development, and Chris Brewer, VP, AECOM, were followed by a panel of real estate and development experts and an audience Q&A.

# 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 2024, one in May and another in October. The journal, managed by Stephen Rudolph, covers legal and policy issues affecting civil aviation, matters related to commercial airports, and other aspects of aviation.

### AMAZON AIR POLICY BRIEFS

The Chaddick Institute continued releasing an annual brief on Amazon Air, a unit of Amazon whose growth has significant implications for at-home delivery services. Our March 2024 brief included Toni Jahn, who conducted much technical work as part of a master's degree at the Frankfurt University of Applied Sciences in Germany, as a co-author. We thank our graduate student study team of Akshara Das, Emily Hamilton, and Blythe Chesney, as well as Stephen Rudolph and Carrie Craig, for assisting with these publications.

Since June 2020, more than 45 news articles devoted exclusively to the first brief have been published. Our next brief will be released in April 2025.

### MEDIA SUPPORT ON CHICAGO AVIATION ISSUES

Institute director Joe Schwieterman regularly appeared on WBBM Newsradio 780's "Noon Business Hour" to discuss aviation and airport issues and provide numerous other interviews on Chicago and national air travel topics. Schwieterman also served on several *Chicago Tonight* panels.

### Issues in Aviation Law and Policy

Volume 24 Autumn 2024 Number 1

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##### ABSTRACTS

##### COMMENTARY

THE DECLINING EFFECTIVENESS OF SHORT-DISTANCE AIRLINE SERVICE: ARE INTRICATE BUSES THE ANSWER? Joseph P. Schwieterman

##### ARTICLES

THREE DECADES OF EUROPEAN AIR TRANSPORT LIBERALIZATION: A REFLECTION Steven Truscott

A LEGAL AND EMERGING ASPECTS OF AIR CARGO & FREIGHT FORWARD PENETRATIONS David E. Rapoport and Matthew S. Sims

LABOR AND EMPLOYMENT IN INTERNATIONAL AIRPORTS: LIBERALIZATION AND THE FUTURE Yaron Shai

THE SIGNIFICANCE OF PCT72: HOW IS UKRAINE INTERNATIONAL AIRLINES RESPONDING? P. Paul Fitzgerald

AIRCRAFT LEASING AND RE-EVALUATING UNIDROIT PRINCIPLES OF INTERNATIONAL COMMERCIAL CONTRACTS IN A POST-COVID ERA Aslihiya Varisath

DRONES – PAINTING THE SKIES GREEN? (A CASE STUDY OF THE EUROPEAN UNION) Sarah Jane Fox

DEPAUL UNIVERSITY  
CHADDICK INSTITUTE FOR



# OUR CHADDICK SCHOLARS

## CHEERS TO OUR 9 CHADDICK SCHOLARS!

In June 2024, we bestowed the “Chaddick Scholars” distinction to twelve students. All had finished their requirements. All were recognized at Chaddick’s end-of-year celebration and received scholarships. We are pleased to announce our 2024-25 Scholar candidates:

### *2025 Chaddick Scholar Candidates:*

**REBECCA LAWS | PUBLIC ADMINISTRATION**

**SHELTON CLARK | PUBLIC ADMINISTRATION**

**MIA KILLION | SUSTAINABLE URBAN DEVELOPMENT**

**AHTZIRI ALVISO | PUBLIC POLICY**

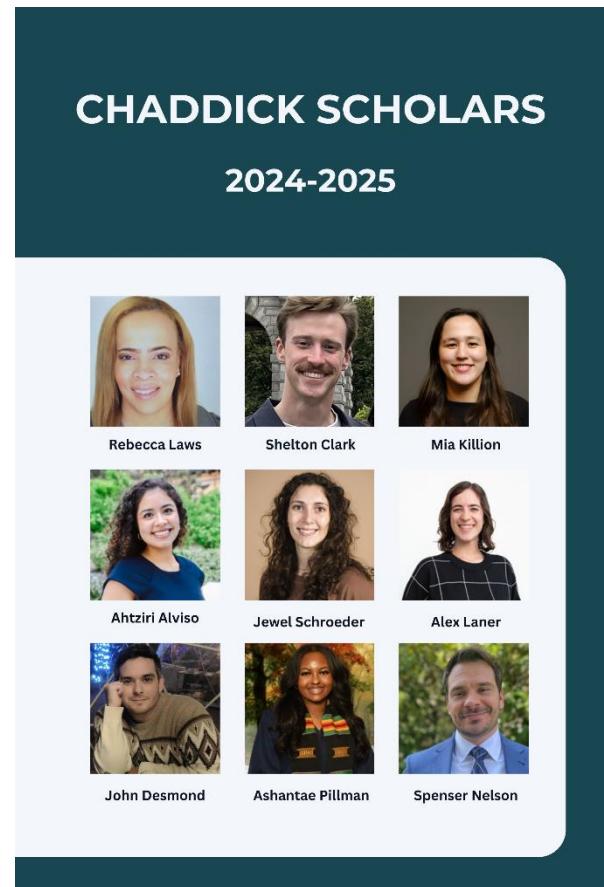
**JEWEL SCHROEDER | COMMUNITY PSYCHOLOGY**

**ALEX LANER | SUSTAINABLE URBAN DEVELOPMENT**

**JOHN DESMOND | PUBLIC POLICY**

**ASHANTAE PILLMAN | PUBLIC POLICY**

**SPENSER NELSON | PUBLIC POLICY**



**2024 Chaddick Scholars:** Sophia Burns, Jared Smith, Danielle Nickaf, Neil Sherman, Codey Zurek, Emily Hamilton, Samira Kassem, Shamiso Gombero, Orlando Solorza, MaryAnn McGovern, and Ranuel Urguiza

# Advisory Committee for our Metropolitan Design Review Network



We are grateful for the MDRN advisory committee and advisors, who oversee all aspects of its agenda and participate in regular planning meetings to support its programs.

**CONSUELO ARGUILLES, AICP** | ASSISTANT COMMUNITY DEVELOPMENT DIRECTOR |  
CITY OF ADDISON, IL, CHAIR OF MDRN ADVISORY COMMITTEE

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

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

**CLARA GABLE, AICP** | ASSISTANT TO THE VILLAGE ADMINISTRATOR | VILLAGE OF LAKE BLUFF

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

**DIANE GORMELY-BARNES** | PRINCIPAL PLANNER, HNTB

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

**JOHN HEDRICK** | ATTORNEY/CONSULTANT

**ANGELA MESAROS, AICP** | DIRECTOR OF ECONOMIC AND  
COMMUNITY DEVELOPMENT | VILLAGE OF HOMEWOOD, IL

**KATE PORTILLO, AICP** | PLANNING MANAGER | VILLAGE OF SKOKIE

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



*PHOTO: MDRN'S WILMETTE WALKING TOUR, SEPTEMBER 2024*

## CHADDICK IN THE NEWS

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

- ***Daily Herald: Putting Global Terminal first may resolve turbulence over O'Hare redo (April 6, 2024)***
- ***Chicago Tribune: Editorial: The best new spot for a Greyhound terminal? In or around Union Station. (May 10, 2024)***
- ***Crain's Chicago Business: Major construction at O'Hare won't start till next year (May 17, 2024)***
- ***NY Times: Chicago Is Tired of Waiting for Trains and Thinks It Knows Who's to Blame (May 22, 2024)***
- ***Daily Herald: Brace yourselves, Kennedy drivers — DNC will funnel thousands more onto the gridlocked corridor (August 4, 2024)***
- ***Smart City Dive: Chicago may soon be the largest city in the Northern Hemisphere without an intercity bus terminal: The new report from DePaul University (August 27, 2024)***
- ***Chicago Tribune: Closing Greyhound station would make Chicago the largest northern city without an intercity bus terminal, report finds (August 27, 2024)***
- ***WBEZ Chicago: The Rundown: Chicago's declining cycling deaths (September 16, 2024)***
- ***Daily Herald: O'Hare and Midway dip in customer satisfaction ratings (September 18, 2024)***
- ***Air Cargo News: Upside potential for Amazon's move into air cargo (November 22, 2024)***
- ***CBS 2 Chicago: Extreme cold causes morning delays on Metra, CTA trains due to cracked rails (December 12, 2024)***
- ***Chicago Tribune: Chicago traffic among the nation's worst: report (January 5, 2025)***
- ***Daily Herald: What will happen in the air, on roads, and with public transit in 2025? (January 5, 2025)***
- ***CBS Chicago: Could tolls be imposed in Chicago as in New York City in hopes of alleviating traffic congestion? (January 7, 2025)***
- ***Bus & Motorcoach News: Intercity bus travel poised for growth, study finds (February 6, 2025)***
- ***Metro: Intercity Bus Lines are Making Big Moves on Major Corridors, A DePaul Study Finds (February 6, 2025)***
- ***StreetsBlogUSA: Is the Intercity Bus About To Have Its Big Moment? (February 20, 2025)***



**CHICAGO  
SUN-TIMES**

**The New York Times**

**STREETS****BLOG**

**MASS TRANSIT**  
BETTER TRANSIT THROUGH BETTER MANAGEMENT

**Chicago Tribune**

**CRAIN'S**  
CHICAGO BUSINESS.