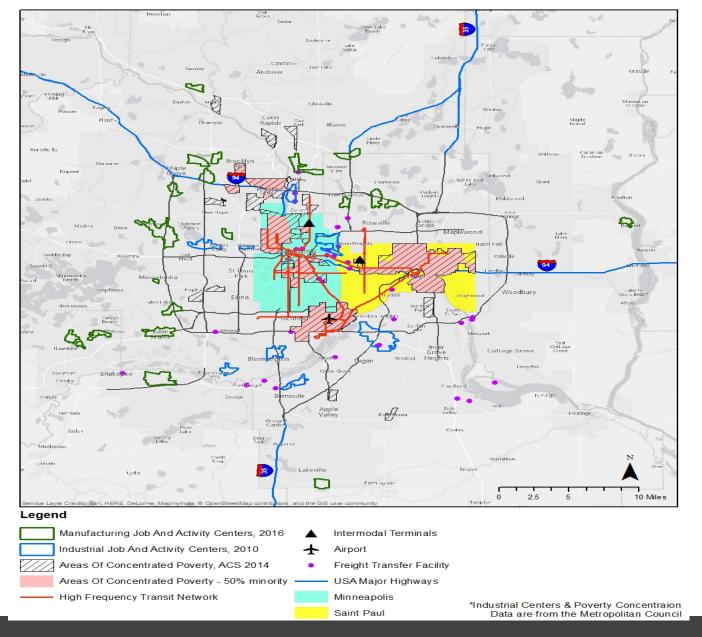


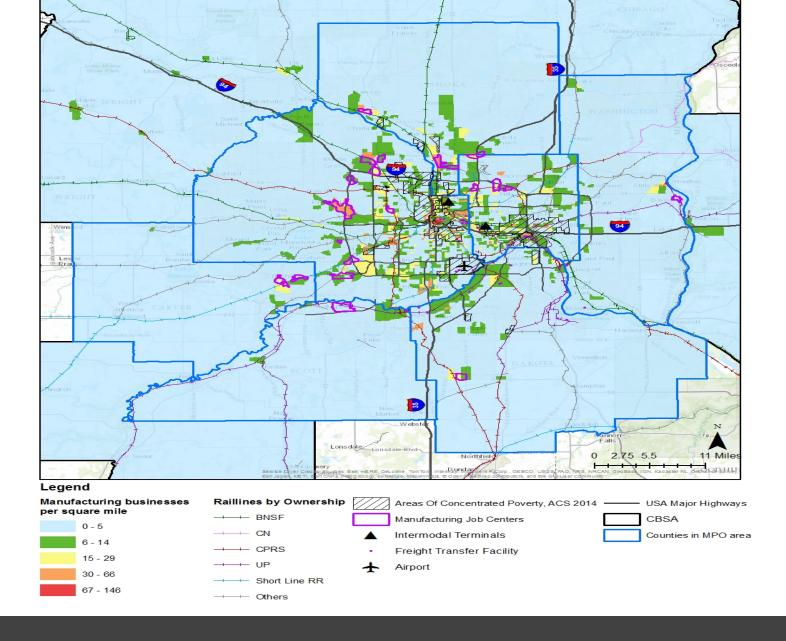


Using COD to Address the Multiple Interests of Freight-Linked Industrial Development in MSP











The critical challenge I focus on regarding Mobility & Transportation related to Chicago's clean energy goals is

Achieving social justice & environmental quality through

- Equitable Transit-Oriented
  Development (eTOD) &
- Cargo-Oriented Development (COD)