SA2020 San Antonio Green Dividend

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Repository Citation  
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SA2020
SAN ANTONIO
GREEN DIVIDEND™

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Center for Economic Development
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<td>Fig. 2</td>
<td>Daily Vehicle Miles Traveled Per Person By Metropolitan Region, Largest Metropolitan Regions, 2012</td>
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</table>
AT A TIME WHEN CITIES AND METRO REGIONS HAVE BECOME THE ECONOMIC ENGINES OF THE NATION AND WHEN THE MOST VALUABLE CURRENCY OF THE NEW ECONOMY IS KNOWLEDGE AND IDEAS, CITIES MUST BE CONSTANTLY LEARNING, SHARING, AND REINVENTING. NO CITY LACKS TALENT AND IDEAS, BUT ALMOST EVERY CITY LACKS A VEHICLE FOR CONNECTING WITH TALENT AND IDEAS OUTSIDE THEIR OWN CITY AND FOR MOBILIZING, ACCELERATING, AND SUSTAINING ACTION ON IMPORTANT GOALS.

CEOs for Cities fills this need through a national network of cross-sector leaders who connect with each other and with smart ideas, practices, and stories for city success.

We Curate smart ideas and benchmark city success through our City Vitals. We Connect cross-sector leaders through our network of City Clusters. We Catalyze collaborative change through our City Dividends and Prize Challenges.

The Power of Progress. City Dividends.

> MAKING SMALL CHANGES THAT REAP BIG ECONOMIC DIVIDENDS

Our ultimate goal – catalyzing collaborative change for city success – is easier said than done. The key challenge that every city faces is how to best motivate, mobilize, focus, accelerate, and sustain action on the key issues that contribute to city success. While we know that most work by urban leaders in cities and regions contributes to the general good, the payback from investments often seems distant and uncertain. Leaders in every city are working away at challenges from different angles, but efforts are not coordinated and progress is not being made as quickly as needed.

> THE KEY CHALLENGE THAT EVERY CITY FACES IS HOW TO BEST MOTIVATE, MOBILIZE, FOCUS, ACCELERATE, AND SUSTAIN ACTION ON THE KEY ISSUES THAT CONTRIBUTE TO CITY SUCCESS.

Our framework is that of a “what if” analysis. What if an investment of resources in a strategy could reap real, tangible and calculable economic benefits? What if my city could reach higher levels of performance in areas of primary importance to the economic success of the city and metro region?

The answer is City Dividends™. A City Dividend is the economic benefit resulting from investing resources to successfully achieve a measurable, actionable goal toward your city’s and metro region’s economic progress. The objective of City Dividends is to provide quantitative estimates of the economic gains and/or savings that metropolitan regions and cities could achieve by improving their performance on specific priority issues.

City Dividends are based on a simple but profound premise - the power of progress- or what Harvard Professor Teresa Amabile calls the “progress principle.” Her extensive research has found that the single most important motivator and catalyst of positive action is making progress and showing forward momentum in meaningful work.

City Dividends are premised on our research and experience that measurable progress, or “moving the needle,” on targeted work can reap huge economic growth dividends for cities and metro regions, and accelerate movement on important goals. Focusing on a particular goal allows us to approach a problem with the kind of intensity needed to formulate an action plan that works.

City Dividends as a Catalyst for Collective Impact

We have found that a City Dividend can be a powerful catalyst for convening stakeholders from different sectors around a common agenda and set of metrics for addressing an important challenge. CEOs for Cities’ highly successful $1 million Talent Dividend Prize, funded by the Kresge and Lumina Foundations in partnership with Living Cities, has helped to catalyze, motivate, and accelerate work on the goal of college completion in 57 American cities competing to achieve the greatest increase in college degree completion over a three-year period. We have found that when there is cross-sector, collaborative focus on achieving a targeted, measurable and actionable goal toward your city’s economic success, the collective impact is positive and measurable, and momentum is sustained. The Talent Dividend Prize incentivized accelerated progress toward the goal of college completion by shining a powerful light on the opportunity and the achievable, measurable goal provided an incentive to make meeting the challenge a priority.
City Dividends can be customized and applied to the situations of individual cities and metropolitan areas and used as a tool in strategic planning and policy advocacy. Cities should adopt City Dividends simply because they can’t afford to drive into the future without collective energy, intense focus, and a well-informed, accelerated path to success.

The future belongs to those cities and regions that can best catalyze collaborative, cross-sector change by demonstrating measurable progress on important goals, thus earning their City Dividends.

Lee Fisher
President and CEO
CEOs for Cities
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EXECUTIVE SUMMARY

THE CHALLENGE THAT EVERY CITY FACES IS HOW TO BEST MOBILIZE, ACCELERATE, AND SUSTAIN ACTION ON THE KEY ISSUES THAT CONTRIBUTE TO CITY SUCCESS. THE FUTURE BELONGS TO THOSE CITIES AND REGIONS THAT CAN BEST CATALYZE COLLABORATIVE CHANGE BY DEMONSTRATING MEASURABLE PROGRESS ON IMPORTANT GOALS.

CEOs FOR CITIES BELIEVES THE ANSWER IS CITY DIVIDENDS. CEOs FOR CITIES CREATED THE CITY DIVIDEND CONCEPT TO CATALYZE COLLABORATIVE ECONOMIC PROGRESS IN CITIES AND REGIONS. CITY DIVIDENDS, FIRST DEVELOPED BY ECONOMIST JOE CORTRIGHT OF IMPRESSA, INC., FOR CEOs FOR CITIES, AND CAROL COLETTA, FORMER PRESIDENT AND CEO OF CEOs FOR CITIES, ARE PREMISED ON RESEARCH AND EXPERIENCE THAT MEASURED PROGRESS, OR “MOVING THE NEEDLE,” ON TARGETED WORK CAN REAP LARGE ECONOMIC DIVIDENDS FOR CITIES AND METRO REGIONS, AND ACCELERATE MOVEMENT ON IMPORTANT GOALS.

→ A CITY DIVIDEND™ IS THE ECONOMIC BENEFIT RESULTING FROM INVESTING RESOURCES TO SUCCESSFULLY ACHIEVE A MEASURABLE, ACTIONABLE GOAL TOWARD YOUR CITY’S AND METRO REGION’S ECONOMIC PROGRESS.

A City Dividend™ is the economic benefit resulting from investing resources to successfully achieve a measurable, actionable goal toward your city’s and metro region’s economic progress. The objective of City Dividends is to provide quantitative estimates of the economic gains and/or savings that metropolitan regions and cities could achieve by improving their performance on specific priority issues.

CEOs for Cities previously developed three City Dividends—the Talent, Green, and Opportunity Dividends—and the opportunity to develop other city dividends related to city success is unlimited. This report updates the Green Dividend for the San Antonio metropolitan region.

• The Green Dividend™: The Green Dividend goal is reducing driving by one mile per person per day in the region, and the dividend is the individual savings related to driving less.

San Antonio Green Dividend: Major Findings

The Green Dividend™ estimates the savings in individual travel expenditures associated with a reduction in average daily vehicle miles traveled (DVMT) by 1 mile per day, by each person, for an entire year.

• Combined Green Dividend for the largest 51 metropolitan regions - $34.6 billion.
• Green Dividend for the San Antonio metropolitan region - $453 million. This means that if the residents of San Antonio reduce their DVMT per person by 1 mile (from 28.7 miles to 27.7 miles) residents in the metropolitan region would see a total economic savings of $453 million each year.
• San Antonio’s Green Dividend ranks 24th of the 51 largest metro regions.
• San Antonio’s DVMT is 28.7 per person, slightly higher than the average 24.8 DVMT per person for the largest 51 metro regions.

Appendix Table B1 shows the largest 51 metropolitan regions that have been included in this report. Appendix Table B2 lists the Green Dividend for these 51 metropolitan regions, and their corresponding ranking within the cohort. All values are shown in millions of dollars per year.
The City Dividend concept was created by CEOs for Cities to catalyze collaborative economic progress in cities and regions. A City Dividend is the economic benefit resulting from investing resources to successfully achieve a measurable, actionable goal toward your city’s and metro region’s economic progress. The objective of City Dividends is to provide quantitative estimates of the economic benefits that metropolitan regions and cities could achieve by improving their performance on specific priority issues.

This report explores the Green Dividend. The Green Dividend considers the savings that a person can achieve by driving one less mile per day. Detailed methodology on how each dividend is calculated and associated data sources is included in Appendix A.

**Green Dividend**

The Green Dividend estimates the savings that will accrue to individuals if they drive less. With the understanding that change can result from small actions, this dividend is based on the concept that if each person decreases the amount they drive by one mile each day whether by biking, walking, carpooling, or using transit, less money has to be allocated to gas, vehicle maintenance, vehicle insurance, and related costs. In addition, cars are a major source of air pollution. Therefore, driving less reduces air pollution and carbon emissions.

**THE #SA2020 GREEN DIVIDEND**

**WHAT IF EVERYONE IN SAN ANTONIO DRIVES ONE MILE LESS PER DAY?**

A decrease of only one mile driven per person in the San Antonio metro region may seem small, but the change pays big dividends to everyone in the region.

**WHAT DOES A ONE-MILE PER PERSON PER DAY DECREASE LOOK LIKE?**

<table>
<thead>
<tr>
<th>Year</th>
<th>MILES</th>
<th>DIVIDEND GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>64,004,186</td>
<td>28.7</td>
</tr>
<tr>
<td>2012</td>
<td>61,770,183</td>
<td>27.7</td>
</tr>
</tbody>
</table>

| MILES | $1.4 BILLION | $1.2 MILLION |

**WHAT ARE THE ECONOMIC SAVINGS FOR SAN ANTONIO?**

- San Antonio metro region total annual driving expenses decrease by: $453 MILLION
- Daily spend on driving in San Antonio metro region decreases by: $1.2 MILLION
- Each year, each person in San Antonio metro region saves: $202.58

.......................... PER ONE MILE DECREASE IN MILES-DRIVEN PER PERSON EACH DAY ......................
SAN ANTONIO GREEN DIVIDEND

WHAT IF EVERYONE IN THE SAN ANTONIO METRO REGION DRIVES ONE MILE LESS PER DAY?

IF RESIDENTS OF SAN ANTONIO REDUCE THEIR DVMT PER PERSON BY 1 MILE (FROM 28.7 MILES TO 27.7 MILES) PEOPLE IN THE SAN ANTONIO METROPOLITAN REGION WILL SEE AN ECONOMIC SAVINGS OF $453 MILLION EACH YEAR. THIS VALUE IS KNOWN AS SAN ANTONIO’S GREEN DIVIDEND. MONEY SAVED BY INDIVIDUALS CAN BE SPENT OR INVESTED IN THE ECONOMY TO INCREASE THE OVERALL ECONOMIC PERFORMANCE OF THE REGION.

The Green Dividend shows the savings associated with the population of the metropolitan region driving less. The Green Dividend has been estimated by calculating the costs of driving one mile and associating that with the average daily vehicle miles traveled (DVMT) per person in each metro region. Figure 9 outlines the DVMT per person for the largest 51 metropolitan regions in 2012. As might be expected, the New York City metro region has the lowest DVMT per person, at 16.4 miles, which can be attributed to high population density and an extensive public transit system. The Raleigh metro region has the cohort’s highest DVMT per person, at 47.7 daily vehicle miles traveled. San Antonio ranks 32nd of the 51 largest metropolitan regions with 28.7 DVMT per person, only slightly higher than the average 24.8 DVMT per person.

To calculate the Green Dividend, the population of the metropolitan region is multiplied by the estimated daily savings associated with driving one less mile daily, per person, times 365 days for the year. Overall, if every person in each metropolitan region in the cohort reduced their driving by 1 mile per day, the Green Dividend would equate to an annual savings of nearly $35 billion.

1The US Department of Transportation reports daily vehicle miles traveled by Federal-Aid Urban Areas (FAUA). A crosswalk was developed to convert FAUA boundaries to match metropolitan areas as closely as possible.
San Antonio Green Dividend Math

1 mile per person per day

55.6 cents per mile operating cost

365 days per year

2.3 million residents in the San Antonio Metro Region

The average San Antonio Metro Region resident drives 28.7 miles per day. Reducing that by just 1 mile will generate $453 million in savings each year in the San Antonio Metro Region.
The Green Dividend was calculated using a different methodology. We used cost estimates of driving one mile and associating that with the average daily vehicle miles traveled (DVMT) per person in each metro area. To calculate the San Antonio Green Dividend, the population of the metropolitan region was multiplied by the estimated daily savings associated with driving one less mile daily, per person, times 365 days for the year. The average cost per mile used for all vehicle types according to the IRS is 55.5 cents per mile.\(^2,3\)

The unit of analysis for this study is that of the Metropolitan Statistical Area (MSA), referred to in this report as metropolitan regions, metro regions, or metropolitan areas. MSAs have been defined by using updated 2003 Office of Management and Budget (OMB) delineations.\(^4\) A cohort of the largest 51 MSAs is used in this report in keeping with the cohort of CEOs for Cities City Vitals 2.0. For a listing of all MSAs, see Appendix Table B1. It is important to note that the Green Dividend is based on Federal-Aid Urban Areas (FAUA), which feature different boundaries than MSAs.\(^5\) FAUAs are comprised of only urban areas, while MSAs follow county lines, which include both urban and rural areas. A crosswalk was developed to match FAUAs to MSAs as closely as possible, but it is important to note that the regions are not an exact match, and many rural areas found within MSA counties are not factored into the average daily vehicle miles of travel. For continuity, the MSA names are still used when describing the Green Dividend.

\(^1\)This rate is based upon the standard mileage rate for business, which is based on an annual study of the fixed and variable costs of operating an automobile.

\(^2\)U.S. Internal Revenue Service (Oct. 8, 2013). IRS Announces 2012 Standard Mileage Rates, Most Rates Are the Same as in July. Internal Revenue Service. http://www.irs.gov/uac/IRS-Announces-2012-Standard-Mileage-Rates.-Most-Rates-Are-the-Same-as-in-July-MSAs, as defined by the US Census Bureau, are associated with at least one urbanized area with a population of at least 50,000, comprising of the central county/countyies (or equivalent entities) containing the core, plus adjacent, outlying counties having a high degree of social and economic integration with the central county/countyies as measured through commuting. For more information: http://www.census.gov/geo/reference/2010/techdoc/7_8.pdf.

\(^3\)FAUAs, as defined by the US DOT, are adjusted urban area boundaries allowed for transportation purposes. These boundaries extend US Census Bureau Urbanized Area and Urban Cluster boundaries outward, which only include, at a minimum, 2,500 persons with a population density. For more information: http://www.fhwa.dot.gov/planning/processeq/data/tbw_data/related/highway_function_classifications/auction00.cfm.

The Green Dividend was calculated using a different methodology. We used cost estimates of driving one mile and associating that with the average daily vehicle miles traveled (DVMT) per person in each metro area. To calculate the San Antonio Green Dividend, the population of the metropolitan region was multiplied by the estimated daily savings associated with driving one less mile daily, per person, times 365 days for the year. The average cost per mile used for all vehicle types according to the IRS is 55.5 cents per mile.\(^2,3\)

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\(^3\)FAUAs, as defined by the US DOT, are adjusted urban area boundaries allowed for transportation purposes. These boundaries extend US Census Bureau Urbanized Area and Urban Cluster boundaries outward, which only include, at a minimum, 2,500 persons with a population density. For more information: http://www.fhwa.dot.gov/planning/processeq/data/tbw_data/related/highway_function_classifications/auction00.cfm.
### Appendix Table B2. Largest 51 Metropolitan Regions Green Dividends (in millions)

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<th>MSA</th>
<th>Green Dividend</th>
<th>Value (millions)</th>
<th>Rank</th>
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<td>$877</td>
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<tr>
<td>Pittsburgh, PA</td>
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<td>$478</td>
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<td>Providence-New Bedford-Fall River, RI-MA</td>
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<td>$324</td>
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<tr>
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<tr>
<td>Richmond, VA</td>
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<td>$259</td>
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<tr>
<td>Riverside-San Bernardino- Ontario, CA</td>
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<td>$881</td>
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<td>Rochester, NY</td>
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