Agenda Item 3
May 7, 2014
File No. 430-10

AGENDA BILL

Subject: Community Indicators Report

Prepared by: Sandra Moberly, Planning Manager
Michael Draper, Planning Intern

RECOMMENDATION:

Staff recommends the following to the Town Council: Accept the 2013 Community Indicators Report ("Report") as written.

CONSIDERATION OF THE TOWN'S VISION, TOWN COUNCIL PRIORITIES, AND MANDATES:

- *The proposed action is not legally mandated.*

- *The proposed action meets the following aspect(s) of the Town's Vision:*

  The Community Indicators Report is being prepared to meet the Community Vision of "being a great place to work and live" as well as grant requirements of the Sustainable Communities Grant (SGC) which was awarded to the Town in 2011.

- *The proposed action relates to the following Town Council priorities.*
  1. Revenue Generation, through Economic Development, TOT education and enforcement, TBID and finalizing the zoning code update. The Community Indicators Report was included in the grant requirements of the Sustainable Communities Grant (SGC) related to the Zoning Code Update.

BACKGROUND:

The Community Indicators Report was introduced to the Planning and Economic Development Commission on October 9, 2013 as a workshop item. The Commission discussed the list of draft indicators and provided staff with feedback in order to finalize the list of indicators. With the comments provided by the Commission staff revised the list and provided an update to the Planning and Economic Development Commission on December 11, 2013. The Commission reviewed the draft indicators and accepted the list of 11 indicators to be used for the Report. The

Commission made a recommendation to Town Council to review and publish the final Report.

ANALYSIS/DISCUSSION:

The purpose of this project is to produce a report that reflects the sustainability of the community and educates residents of the current status and trends of the economic, social, and environmental setting of the community, also known as the "triple bottom line." It is not intended to be used to regulate or monitor density in town. It is an educational report with high-level data intended for a broad audience. The report should facilitate the evaluation of the strategies and actions aimed at achieving community goals.

The report is important because it will be an annual measurement of achievement of various community goals stretching across multiple disciplines and fields attributing to the collective well-being of residents and visitors. The report will contain annual reporting guidance with protocols to ensure consistent reporting, and an indicator data tracking document with sources and contact information. Using this data, the community can better prepare for changing conditions. In the future, the Community Indicators Report will be published along with the Annual Planning Report which is typically completed on a yearly basis in March.

METHODOLOGY:

In order to identify community indicators, established standards for sustainability reporting and model communities were evaluated. Four best practice principles were followed for developing indicators: 1) indicators should reflect community goals; 2) it should be a manageable list of impactful and sustainable indicators; 3) objective criteria would be used to select indicators; and 4) existing indicators should be used when possible to reduce effort and increase reporting accuracy.

More than 75 indicators representing General Plan goals and other community precedents were compiled and were grouped by the three pillars of sustainability (the "triple bottom line"). To narrow this list, an objective evaluation was conducted by identifying each indicator's 1) relevance to General Plan goals; 2) general understandability; 3) cost to effort ratio; and 4) the reliability of data pertaining to the indicators. Each indicator was given a numerical value (5 being the highest, 1 being the lowest) and the highest scoring indicators of each pillar were retained. Lastly, a focus group consisting of four community professionals was created to discuss the list and narrow it down to 19 indicators.

Final Community Indicators
The Planning and Economic Development Commission reviewed the 19 indicators suggested by our community panel and recommended that 11 indicators be included in the final Report to ensure that the Report is manageable and easy to reproduce on a yearly basis.

1. TOT Revenue – a significant contribution to the local economy, it evaluates the trend of tourism and economic development.
2. Sales Tax Revenue – represents expenditure in town and the ability to sell.
3. Subsidized School Lunch Eligibility – tied to income, representing poverty level, and household and community fiscal health.
4. Local Transit System Participation – evaluates the use of alternative transportation within town.
5. School District Academic Performance Index – reflects the school's academic performance and improvement.
6. Prosecuted Crime Rates – reflects public safety and Town law enforcement.
7. Student Obesity (Body Mass Index) – a measure of youth health which can reflect overall community health.
8. Median Home Sales Price – important to a subset of workforce and is influenced by macroeconomic factors.
9. Water Consumption – identifies the annual total use, tied to population and water efficient practices and infrastructure.
10. Recycling Rate – evaluates recycling effort and public response.
11. Particulate Air Pollution – PM10 exceedance days is a concern of air quality and overall town health.

These indicators provide a good snapshot of the town and are not difficult or time consuming to compile. Using the information collected on each indicator, elected/appointed officials, Town staff, residents, and businesses can reflect on trends in the community. The outcomes may stimulate policy changes or focus on different priority areas.

OPTIONS ANALYSIS

Option 1: Town Council accepts the Community Indicators Report as written.

Option 2: Town Council accepts the Community Indicators Report as amended by Town Council.

Both options would allow the Community Indicators Report to be published by June 1, 2014.

FINANCIAL/STAFFING CONSIDERATIONS:

An updated report will be published annually by Town staff using the Community Indicators report template created as a part of this work program and the established database. Staff has developed a list of contacts and sources for data pertinent to each indicator which will reduce the time spent on future publications of the report. Staff time spent on the Community Indicators update will be approximately 10 hours per year and will be paid out of the General Fund.

ENVIRONMENTAL CONSIDERATIONS:

None.

LEGAL CONSIDERATIONS:

None.

ATTACHMENTS:

Attachment 1: December 11, 2013 Planning and Economic Development Commission Report and Attachments

Attachment 2: Final Community Indicators Report

ATTACHMENT 1

Town of Mammoth Lakes
Planning & Economic Development Commission
Recommendation Report

Date:	December 11, 2013	**Case/File No.:**	NA
Place:	Council Chambers, 2nd Floor Minaret Village Shopping Center Mammoth Lakes, CA 93546	**Project:**	Zoning Code Update: Community Indicators Report
Time:	After 2:00 p.m.	**Location:**	NA
Agenda Item:	1	**General Plan:**	NA
Appeal Status:	NA	**Specific Plan:**	NA
Applicant/ Property Owner:	NA	**Zoning:**	NA
Environmental Review:	NA		

TITLE: Zoning Code Update: Community Indicators Report

A. EXECUTIVE SUMMARY

1. Subject/Requested Actions

1. Review final community indicators and recommend approval of the final indicators to Town Council.

2. Required Findings to Support Requested Actions

1. No findings are mandated; however, the Commission should determine that the indicators are appropriate prior to forwarding a recommendation to Town Council.

3. Report Summary

The Community Indicators Report was introduced to Planning and Economic Development Commission on October 9, 2013 as a workshop item. The Commission discussed the list of draft indicators and provided staff with feedback in order to finalize the list of indicators. Staff recommends that the Planning and Economic Development Commission choose to accept the final indicators and recommend approval of the indicators to the Town Council.

Report Prepared By:	*Report Approved By:*
Michael Draper, Planning Intern	Sandra Moberly, Acting Community and Economic Development Director

B. ANALYSIS

1. Background

The Community Indicators Report is being prepared to meet the Community Vision of "being a great place to work and live" as well as grant requirements of the Sustainable Communities Grant (SGC) which was awarded to the Town in 2011.

The purpose of this project is to produce a report that reflects the sustainability of the community and educates residents of the current status and trends of the economic, social, and environmental setting of the community, the "triple bottom line". It is not intended to be used to regulate or monitor density in Town. It is an educational report with high-level data intended for a broad audience. The report should facilitate the evaluation of the strategies and actions aimed at achieving community goals.

The report is important because it will be an annual update of data pertaining to various community goals stretching across multiple disciplines and fields attributing to the collective well-being of residents and visitors, practices and local institutions. The report will contain annual reporting guidance with protocols to ensure consistent reporting, and an indicator data tracking document with sources and contact information. Using this data, the community can better prepare for changing conditions.

In order to identify community indicators, established standards for sustainability reporting and model communities were evaluated. Four best practice principles were followed for developing indicators: 1) indicators should reflect community goals; 2) it should be a manageable list of impactful and sustainable indicators; 3) objective criteria would be used to select indicators; and 4) existing indicators should be used when possible to reduce effort and increase reporting accuracy.

More than 75 indicators representing General Plan goals were compiled and were grouped by the three pillars of sustainability (the "triple bottom line"). An objective evaluation was then conducted by identifying each indicator's 1) relevance to general plan goals; 2) general understandability; 3) cost to effort ratio, and 4) the reliability of data pertaining to the indicators.

2. PEDC Workshop October 9, 2013

Staff presented the draft indicators list during a workshop discussion on October 9, 2013. During that workshop consultant Eoin Doherty of Environmental Incentives presented an introduction to the Community Indicators Report and draft indicators list. The Commission reviewed the draft report and draft indicators, and provided input on the list of indicators. Following the discussion, the Commission directed staff to return with a final list of indicators and forward the final list to Town Council for approval. The draft indicators presented at the workshop included:

1. TOT Revenue
2. Resident Healthcare Payer Groups
3. Local Transit System Participation
4. High School Graduation Rate
5. Crime Rates
6. Median Home Sales Price
7. Student Obesity (BMI)
8. Water Consumption
9. Particulate Air Pollution
10. Stream Quality
11. Recycling Rate

The Commission responded to keep six of these indicators (TOT Revenue, Local Transit System Participation, Crime Rate, Median Home Sales Price, Water Consumption, and Recycling Rate), in addition to adding "Sales Tax Revenue," "School District Academic Performance Index," "Student Obesity," and "Particulate Air Quality."

3. Final Community Indicators

Following the October 9, 2013 Planning and Economic Development Commission meeting staff and our consultant have narrowed the list to 11 final indicators. The following 11 indicators are recommended to be included in the final report:

1. **TOT Revenue** – a significant contribution to the local economy, it evaluates the trend of tourism and economic development.
2. **Sales Tax Revenue** – represents expenditure in town and the ability to sell.
3. **Subsidized School Lunch Eligibility** – tied to income, representing poverty level, and household and community fiscal health.
4. **Local Transit System Participation** – evaluates the use of alternative transportation within town.
5. **School District Academic Performance Index** – reflects the school's academic performance and improvement.
6. **Prosecuted Crime Rates** – reflects public safety and Town law enforcement.
7. **Student Obesity (BMI)** – a measure of youth health which can reflect overall community health.
8. **Median Home Sales Price** – important to a subset of workforce and is influenced by macroeconomic factors.
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11. **Particulate Air Pollution** – PM10 exceedance days is a concern of air quality and overall town health.

These indicators provide a good snapshot of the Town and are not difficult or time consuming to compile. Using the information collected on each indicator, elected/appointed officials, Town staff, residents, and businesses can reflect on trends in the community. The outcomes may stimulate policy changes or focus on different priority areas.

The Planning and Economic Development Commission should review the final list of indicators and provide additional comments if needed, and forward a recommendation of approval to Town Council.

4. Financial and Staffing Considerations

An updated report will be published annually by Town staff using the Community Indicators report template created as a part of this work program and the established data base. Staff has developed a list of contacts and sources for data pertinent to each indicator which will reduce the time spent on future publications of the report. Staff time spent on the Community Indicators update will be approximately 20 hours per year and will be paid out of the general fund.

C. OPTIONS

Option 1: Review final indicators and forward a recommendation of approval of the draft community indicators to Town Council.

Option 2: Review final indicators and forward a recommendation of approval of the draft community indicators to Town Council, with Commission modifications.

Option 3: Provide alternative direction as necessary.

Options 1 would allow the final community indicators to be considered by Town Council and be published in February 2014.

Option 2 may lead to increased time for data collection and editing, resulting in a finalized report being produced at a later date.

Option 3 may lead to increased time for data collection and editing, resulting in a finalized report being produced at a later date.

D. RECOMMENDATIONS

It is recommended that the Planning and Economic Development Commission choose Option 1: Review final indicators and forward a recommendation of approval of the draft community indicators to Town Council.

Attachments

Attachment 1: Mammoth Lakes Planning and Economic Development Commission 10-9-2013 Meeting Presentation

Mammoth Lakes Community Indicators

Planning and Economic Development Commission Meeting – October 9th, 2013

Eoin Doherty, MBA
Environmental Incentives, LLC

Project Introduction

PURPOSE: Publish the inaugural Community Indicators Report to educate local residents and other stakeholders (General Plan 2007 Action L.1.A.2).

FUNDING: State of California Strategic Growth Council grant

CONTRACTOR: Environmental Incentives

Environmental Incentives

Today's Objectives

1) Build commission understanding of the project

2) Improve selection and presentation of indicators

Environmental Incentives

Project Final Deliverables



Town of Mammoth Lakes

2013 Community Indicators Report

Annual Reporting Plan

Indicator Data Tracking

Reporting Period	Subcategories		Data
School Year	Session	Department	# of Courses
2013 - 2014	Fall	art	1
2013 - 2014	Fall	biol	1
2013 - 2014	Fall	chem	1
2013 - 2014	Fall	coun	1
2013 - 2014	Fall	econ	1
2013 - 2014	Fall	educ	1
2013 - 2014	Fall	emtc	1
2013 - 2014	Fall	engl	2
2013 - 2014	Fall	hist	2
2013 - 2014	Fall	hmsv	3
2013 - 2014	Fall	math	2

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(Project Introduction Memo - Page 1)

Community Indicators Report Purpose & Audience

Purpose: Educate community members and external audiences

Primary Audience: Full-time residents and second home owners, and potential public and private sector investors

Objectives:

- Clearly communicate trends in sustainability
- Provide the right amount of context for this audience's attention span
- Create excitement to improve the sustainability of the community

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Report Outline

- Executive Summary
- Introduction
- Economy Indicators
- Community Indicators
- Environment Indicators



Environmental Incentives

Executive Summary

Is the community of Mammoth Lakes becoming more sustainable?

ECONOMY

Category (*Indicator*)	Trend	Page
Poverty (*Subsidized School Lunches*)	↑	2
Prosperity (*Healthcare Payers*)	↗	3
Tourism (*TOT*)	↘	4

ENVIRONMENT

Category (*Indicator*)	Trend	Page
Air (*Particulate Pollution*)	↑	10
GHG Emissions (*Electricity Consumption*)	↗	11
Water (*Water Consumption*)	↘	12
Waste (*Recycling Rate*)	↓	13

COMMUNITY

Category (*Indicator*)	Trend	Page
Education (*High School Graduation Rate*)	↑	5
Housing (*Median Home Price*)	↗	6
Mobility (*Transit Participation*)	↘	7
Parks & Recreation (*Program Participation*)	↓	8
Public Safety (*Crime Rates*)	↓	9

Disclaimer: All indicators are influenced by a wide range of factors that need to be understood to effectively use indicators in decision making processes. This report provides a summary of each indicator is not meant to be a comprehensive analysis of the topics included and indicators presented in this report.

EXAMPLE

Introduction

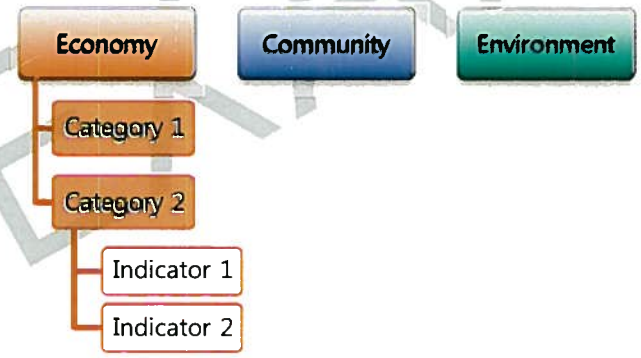
The 2013 Community Indicators Report uses indicators to report performance information related to the "triple bottom line" goals of the community of Mammoth Lakes, which reflect the interplay between the social, environmental and economic factors affecting the community's well-being.

The purpose of this report is to educate local residents, inform planning and other public resource allocation decisions and attract new private capital to the community. The indicators in this report are influenced by the Town of Mammoth Lakes, other public agencies, non-governmental organizations, private sector businesses and local residents.

What is in this report?

The indicators in this report are...

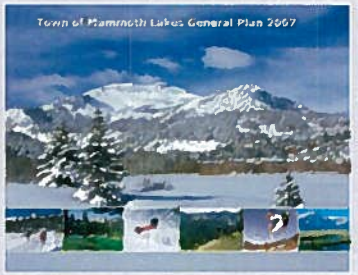
- Organized by pillar of sustainability and category as follows:



- Described using the following context:
  - Why is the indicator important?
  - What does the indicator measure?
- Synthesized using the following:
  - The 3-year trend, if sufficient data exists
  - Additional findings from analyzing results

How were indicators selected?

Community Goals



This report further implements previous visioning, planning and high-level policy development conducted over the last decade that ultimately concluded with the 2007 General Plan and associated Neighborhood District Plans. Reporting progress towards achieving the goals defined through these recent efforts is an important component of the Town's overall strategy of being prepared for reinvestment.

Objective Evaluation & Stakeholder Engagement

The indicators in this report were selected from more than 75 potential indicators compiled and evaluated through

1) An objective evaluation using the following criteria:

   Relevance – Understandability – Cost/Effort – Reliability

2) Dozens of discussions with local subject matter experts and a Town Planning Commission meeting (October 9th, 2013)

EXAMPLE

Economy

Tourism

General Plan 2007 Goals

E.1 – Be a premier destination community in order to achieve a sustainable year-round economy.

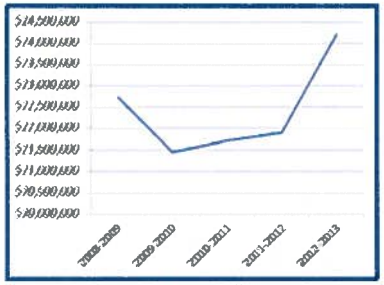
E.2 - Achieve sustainable tourism by building on the area's natural beauty, recreational, cultural, and historic assets.

Tourist Occupancy Tax (TOT) Revenue

What? TOT revenue measures the sum of the taxes collected by the Town on rental properties and hotel room rentals.

Why? TOT revenue is a proxy of for the economic health of the community since tourism is largest local economic sector, and the Town since it makes up approximately 60% of the funding for services ranging from snow removal to recreational programming.

3-year Trend? TOT has increased by 12% annually over the past 3 years.



Data source: Town Revenue Collection, Business Tax & TOT Department

Additional Findings: TOT revenue declined between 2008 and 2010 primarily because of a decline in visitor volume during the global recession of 2009.

For additional information:
Town Revenue Collection, Business Tax & TOT Department
Phone:(760) 934-8989 ext. 273

What is being done to improve Tourism?

In 2011, the South Districts Neighborhood District Plan was accepted which will ensure redevelopment of this economic hub is targeted and aligned with community goals.

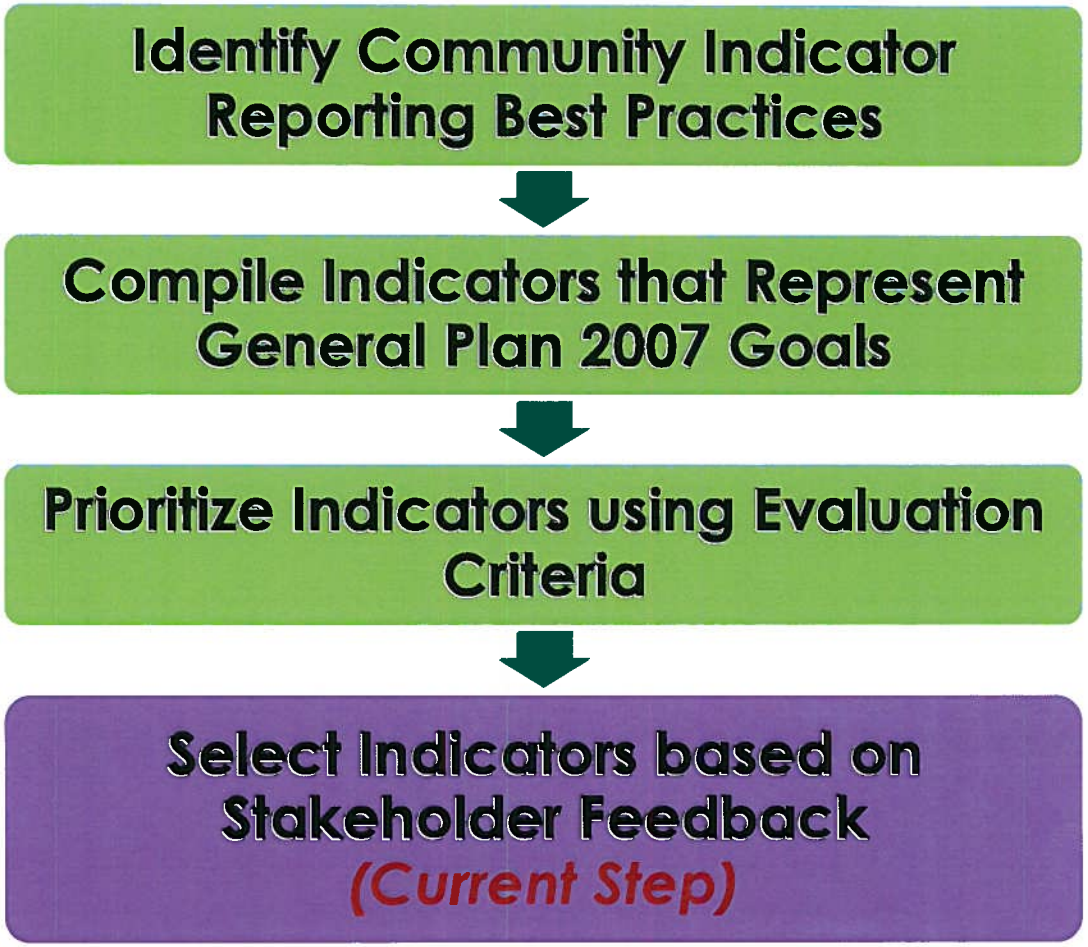


In 2012, the first large redevelopment project in 4 years was approved...this is filler language to demonstrate the concept. This is filler language to demonstrate the concept.



EXAMPLE

Indicator Selection Approach



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(Project Introduction Memo - Page 2)

Best Practices for Developing Indicators

A. Indicators should reflect community goals

B. A manageable list of indicators is impactful and sustainable

C. Use objective criteria to select indicators

D. Leverage existing indicators

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(Best Practices Memo - Page 7 & 8)

Indicator Evaluation Criteria

Relevance in terms of representing General Plan 2007 goals.

Understandability by the target audience (general public).

Cost/Effort to collect, analyze and report the indicator annually.

Reliability in terms of a) accurately reflecting actual conditions, and b) data integrity.

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(Project Introduction Memo - Page 2)

Feedback on Recommended Indicators

- Focus on one pillar of sustainability at a time
- Each commissioner provide 1-2 most important suggested changes in priority
- Interested public provide 1-2 most important suggested changes in priority
- Additional feedback from commissioners welcome if time permits

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Economic Indicators

INDICATOR	SUSTAINABILITY CATEGORY	GENERAL PLAN GOAL(S)	EVALUATION CRITERIA			
			RELEVANCE	UNDERSTANDABILITY	EFFORT/COST	RELIABILITY
TOT Revenue	Tourism	E.1, E.2	4	3	5	5
Resident Healthcare Payer Groups	Prosperity	n/a	4	4	5	5
Subsidized School Lunch Eligibility	Prosperity	n/a	4	3	5	5
Mountain Visitors	Tourism	E.1, E.2	3	4	4	5
Business License by Industry	Diversification	E.3	3	3	5	5

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(Project Introduction Memo - Page 3)

Community Indicators

INDICATOR	SUSTAINABILITY CATEGORY	GENERAL PLAN GOAL(S)	EVALUATION CRITERIA			
			RELEVANCE	UNDERSTANDABILITY	EFFORT/COST	RELIABILITY
Local Transit System Participation	Transportation Mobility	M.3, M.4	4	5	5	5
High School Grad. Rate	Education	S.5	4	5	5	5
Crime Rates	Public Safety	S.2	4	4	5	5
Student Obesity	Public Health	S.1	4	4	5	5
Median Home Sales Price	Housing	L.2	3	5	4	4
Parks & Recreation Program Participation	Parks & Recreation	P.4	5	5	3	4
Household Income vs. Home Purchase Cost	Housing	L.2	5	3	4	3
Miles of Sidewalk & Trails Created	Transportation Mobility	M.3, M.4, P.5	3	5	4	4

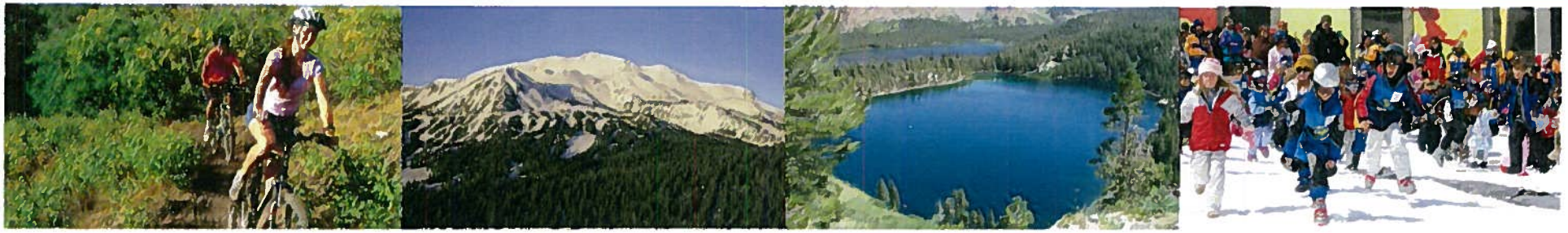
Environmental Indicators

INDICATOR	SUSTAINABILITY CATEGORY	GENERAL PLAN GOAL(S)	EVALUATION CRITERIA			
			RELEVANCE	UNDERSTANDABILITY	EFFORT/COST	RELIABILITY
Water Consumption	Water Quantity	R.4	4	5	5	5
Recycling Rate	Waste	R.9	3	5	5	5
Electricity Consumption	Greenhouse Gas Emissions	R.6, R.11	4	5	4	5
Solid Waste Generation	Waste	R.9	3	5	5	5
Particulate Air Pollution	Air Quality	R.10	4	3	5	5
Stream Quality	Water Quality	R.4, R.5	4	2	3	5

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ATTACHMENT 2

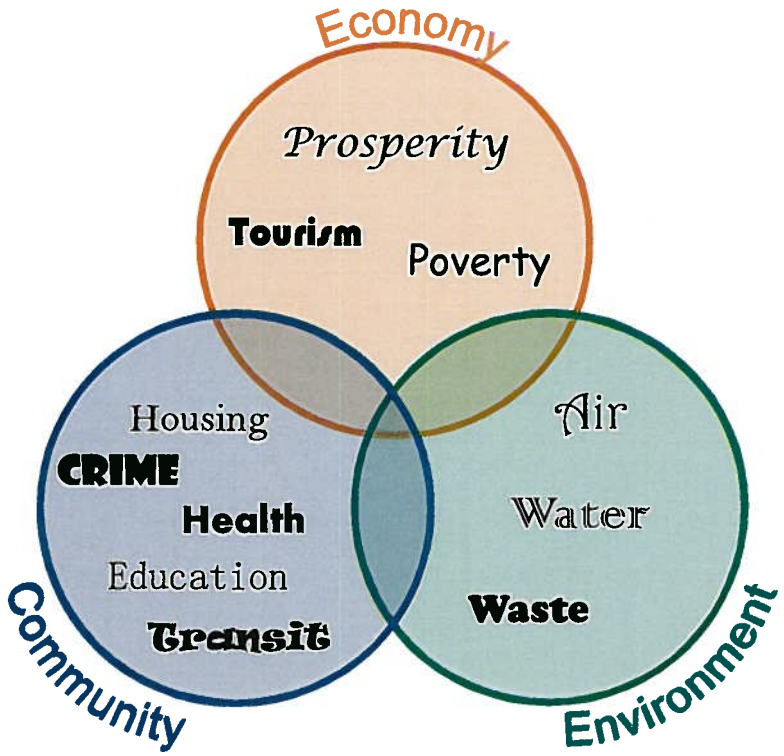
Town of Mammoth Lakes:
2013 Community Indicators Report



About the 2013 Mammoth Lakes Community Indicators Report

The 2013 Community Indicators Report uses indicators to report performance related to the "triple bottom line" sustainability goals of the community of Mammoth Lakes. These goals and indicator results reflect the interplay between the social, environmental and economic factors affecting the community's well-being.

The purpose of this report is to educate local residents, inform planning and other public resource allocation decisions and attract new private capital to the community. The indicators in this report are influenced by sustainability actions taken by the Town of Mammoth Lakes (Mammoth Lakes), other public agencies, non-governmental organizations, private sector businesses and local residents.





Mammoth Lakes Community Goals

This report ties on-the-ground actions to previous visioning, planning and high-level policy development conducted over the last decade that ultimately concluded with the 2007 General Plan and associated Neighborhood District Plans. Reporting progress towards achieving the goals defined through these recent efforts is an important component of Mammoth Lakes' overall strategy of being prepared for reinvestment.

Community Vision

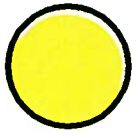
Surrounded by uniquely spectacular scenery and diverse four-season recreational opportunities, the community of Mammoth Lakes is committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors.

Executive Summary

Is the community of Mammoth Lakes becoming more sustainable?

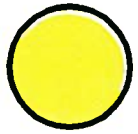
ECONOMY

Poverty
Subsidized School Lunch Eligibility



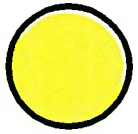
(page 5)

Prosperity
Sales Tax Revenue



(page 6)

Tourism
Transient Occupancy Tax (TOT) Revenue



(page 7)

COMMUNITY

Housing
Median Home Price



(page 10)

Education
Graduation Rates



(page 11)

Health
Student Obesity Rates



(page 12)

Crime
Law Enforcement Arrests



(page 13)

Transit
Local Transit Participation



(page 14)

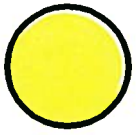
ENVIRONMENT

Air
Particulate Air Pollution



(page 16)

Water
Water Consumption



(page 17)

Waste
Recycling Rate

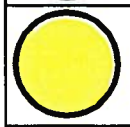


(page 18)

5-Year Trend Categories



Positive Trend
(> +3% change)



Neutral Trend
(0% - +/-3% change)



Negative Trend
(> -%3 change)

Disclaimer: All indicators are influenced by a wide range of factors that need to be understood to effectively use indicators in decision-making processes. This report is not meant to be a comprehensive analysis of the topics and indicators presented in this report, but rather provide a high-level understanding of how the community is doing in relation to its goals.

Economy

POVERTY

Subsidized School Lunch Eligibility

Participation in the federally subsidized school lunch program requires children to come from families with incomes at or below 130 percent of the federal poverty level. Subsidized school lunch program eligibility, therefore, is a direct measure of family poverty levels and is a proxy for household income in Mammoth Lakes.

"Being a great place to live and work"

General Plan: Vision #2

PROSPERITY

Sales Tax Revenue

Taxable sales are a measure of consumer activity in Mammoth Lakes. Trends in sales tax revenue reveal the economic health of residents and local businesses. Further, sales tax revenue funds government expenses such as police and road maintenance.

TOURISM

Transient Occupancy Tax (TOT) Revenue

Mammoth Lakes' economy is tourism-based. High altitude outdoor activities are the major economic and employment generator in the community, and the seasonal ebb and flow of visitors causes economic and employment fluctuation. Transient Occupancy Tax (TOT) revenues are a measure of visitor bed occupancy, as such, reflecting the health of the tourism sector in Mammoth Lakes.

"Achieve sustainable tourism by building on the area's natural beauty, recreational, cultural, and historic assets"

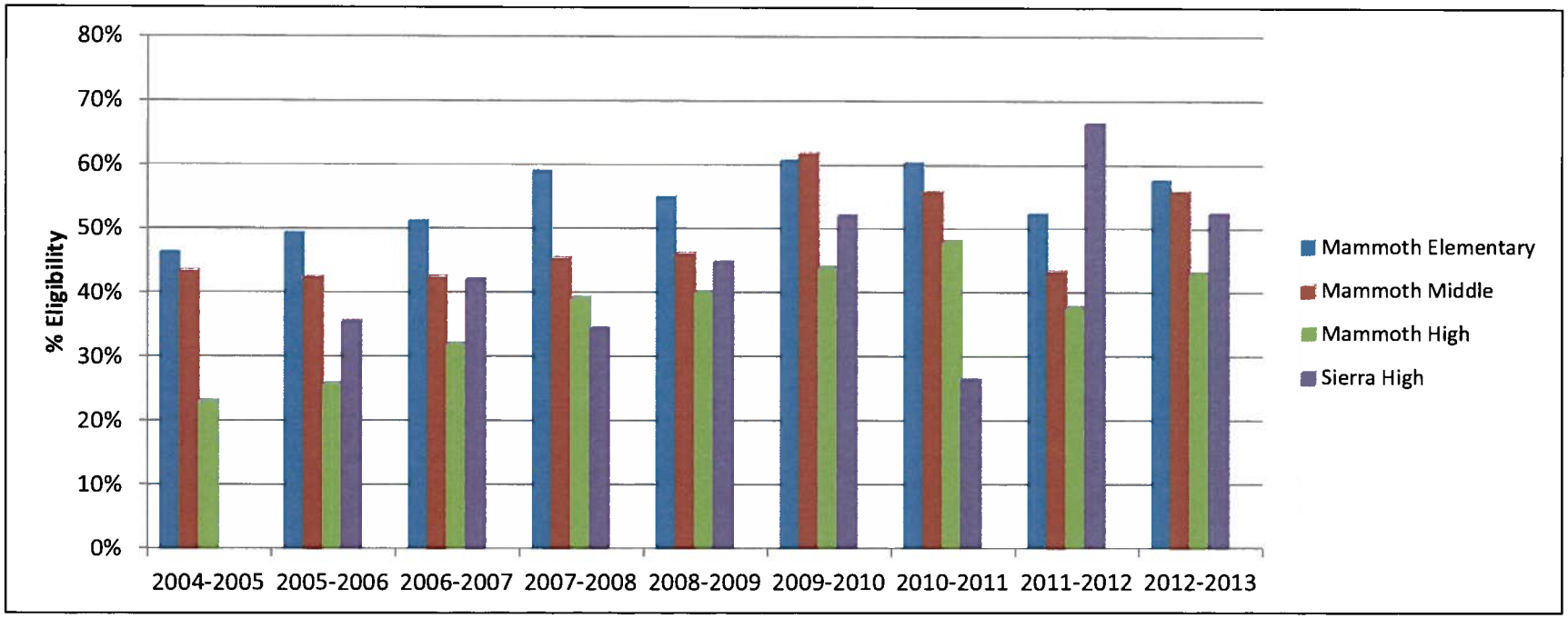
General Plan: Goal E.2

Economy: Poverty

Subsidized School Lunch Eligibility

Subsidized school lunch eligibility measures the percentage of students in Mammoth Unified School District (District) schools eligible for free and reduced priced meals through the National School Lunch Program. Free and Reduced Priced Meals (FRPM) are provided to low-income children before school, during school, after school and over the summer. The FRPM program is funded by the US Department of Agriculture.

Average eligibility in the District has increased by roughly 2% over the past five years. In the 2012-2013 school year, average eligibility continued this upward trend with a 5% increase at Mammoth Elementary, 13% increase at Mammoth Middle and 5% increase at Mammoth High. Sierra High School was the only school to see an decrease in eligibility in 2012-2013, where eligibility fell by roughly 14%. With a District-wide eligibility of 52% the 2012-2013 school year was the second highest average eligibility rate over the past decade.

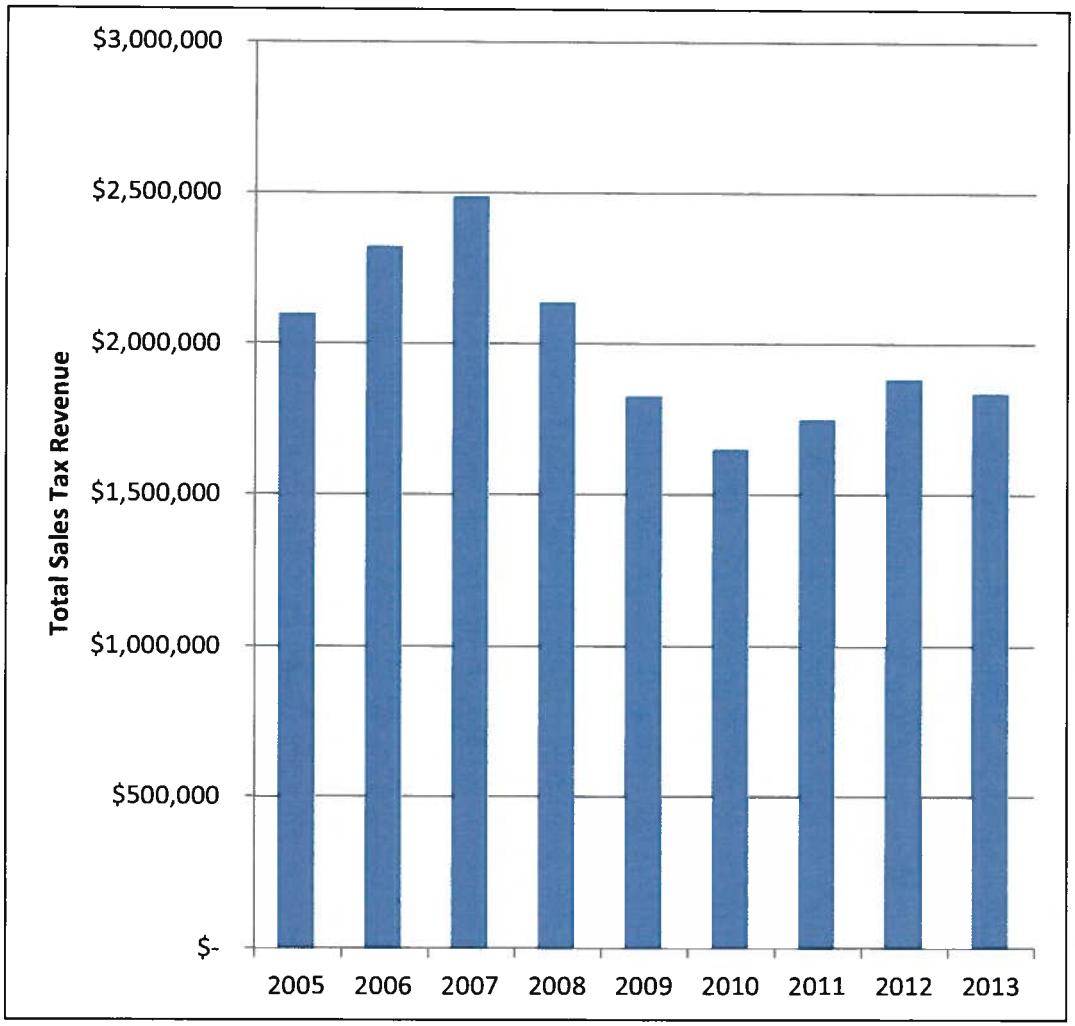


Data source: California Department of Education, Student Health & Support program

For additional information:

Mono County Office of Education, Website: http://www.monocoe.org/

Economy: Prosperity



Data source: California Board of Equalization

For additional information:
Town of Mammoth Finance Department, Website:
http://www.townofmammothlakes.ca.gov/index.aspx?nid=181

Sales Tax Revenue

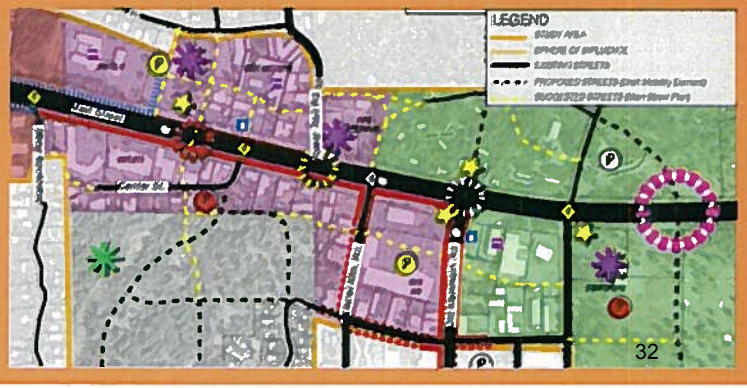
Sales tax revenue measures the sum of taxes collected by Mammoth Lakes for the sales of goods and services throughout the Fiscal Year. As of March 2014, the sales tax rate in Mammoth Lakes is 8%.

Total sales tax revenue decreased by 2% in 2013, which is consistent with a neutral trend in sales tax revenue over the past five years and slightly higher than the average for this period. Overall, total sales tax revenue has increased by roughly 2% since 2009 as numbers continue to climb out of a drop in revenue reported in 2007-2010. Sales tax revenue declined between 2008 and 2010 primarily because of a decline in visitor volume and spending during the global recession.

Town of Mammoth Lakes Main Street Plan, adopted 2014

This Main Street Plan focuses on refinement of previous broad-based concepts and offers solutions for the design of Main Street in Mammoth Lakes as well as potential funding sources and implementation and phasing strategies.

Read more **here**

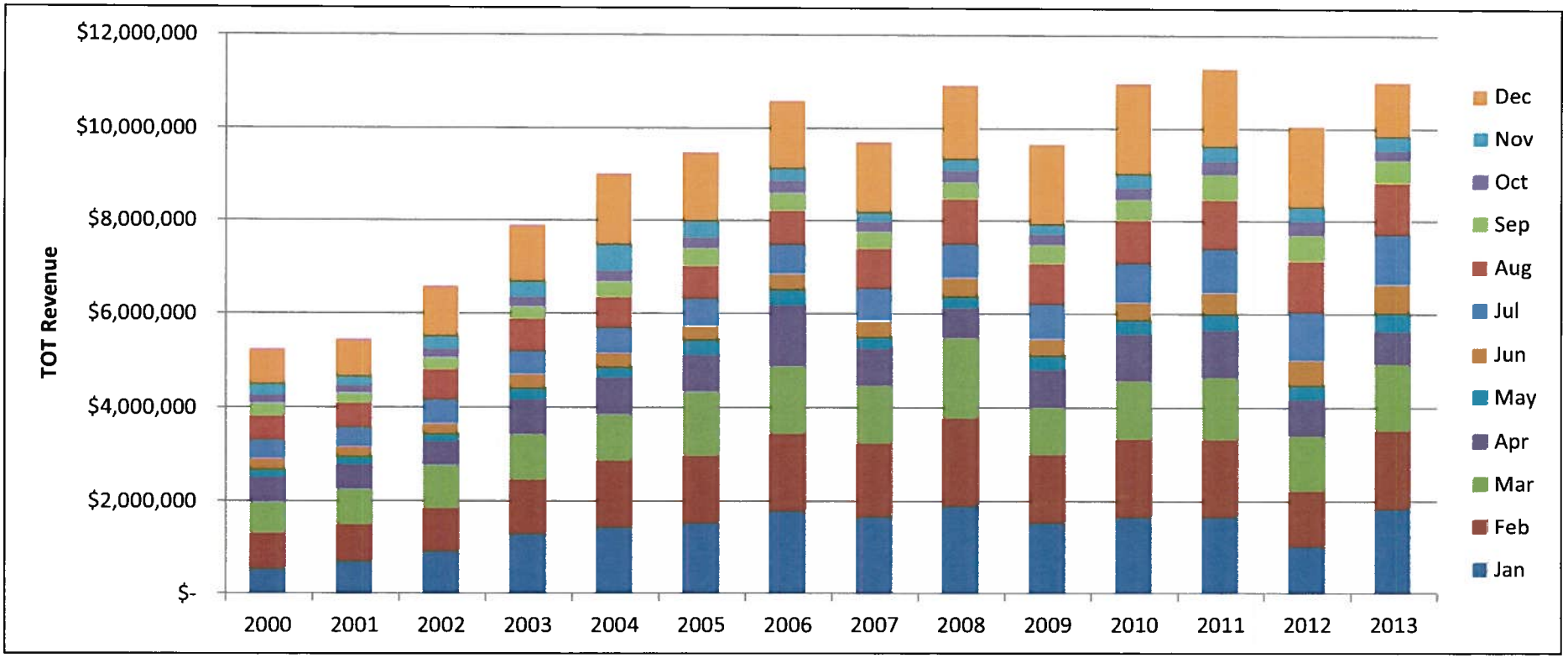


Economy: Tourism

Tourist Occupancy Tax (TOT) Revenue

TOT revenue measures the sum of the taxes collected by Mammoth Lakes on rental properties and hotel room rentals. As of March 2014 the TOT rate in Mammoth Lakes is 13%.

TOT revenue has increased 109% since 2000 and roughly 2% over the past five years mainly because of increased visitor volume. TOT revenue increased by 9% in 2013 rising above $11 million for only the third time since 2000. TOT revenue continues to be highest during the winter months with January 2013 TOT revenue reaching its highest point since 2008.



Data source: Town of Mammoth Finance Department, *TOT Revenue Collection Tracking Report*

For additional information:
Town of Mammoth Finance Department, Website: http://www.townofmammothlakes.ca.gov/index.aspx?nid=181

Community

HOUSING

Median Home Price

Home prices determine if local residents can afford to own their own home. Median home prices are used by real estate agents, buyers and sellers to inform home pricing and buying decisions, including potential buyers weighing the trade-offs of living outside of and commuting to jobs in Mammoth Lakes.

"Substantially increase housing supply available to the workforce"

General Plan: Goal L.2

EDUCATION

Graduation Rates

Graduation provides students with the opportunity to continue on to postsecondary education, access to higher lifetime earnings and more stable employment prospects. Higher graduation rates are a proxy for a more skilled workforce which makes Mammoth Lakes a more attractive place for business investment.

"Support high quality educational services and life-long learning resources within the community"

General Plan: Goal S.5

HEALTH

Student Obesity Rates

Children who are overweight or obese have an increased risk of health problems. In addition, children with health problems contribute to high costs on the local health care system and thereby the local economy. Promoting policies and creating environments that support physical activity and eating a healthy diet can help reduce rates of overweight and obese children, in turn making Mammoth Lakes a healthier community.

"Support high quality health care and child care for Mammoth Lakes' residents and visitors"

General Plan: Goal S.1

Community cont.

CRIME

Law Enforcement Arrests

A safe community encourages residents and visitors to Mammoth Lakes to be more active and engaged in the community. Crime can cause physical and emotional harm to victims, impacting an entire community and weakening morale and civic engagement of local residents.

"Keep Mammoth Lakes a safe place to live, work and play"

General Plan: Goal S.2

TRANSIT

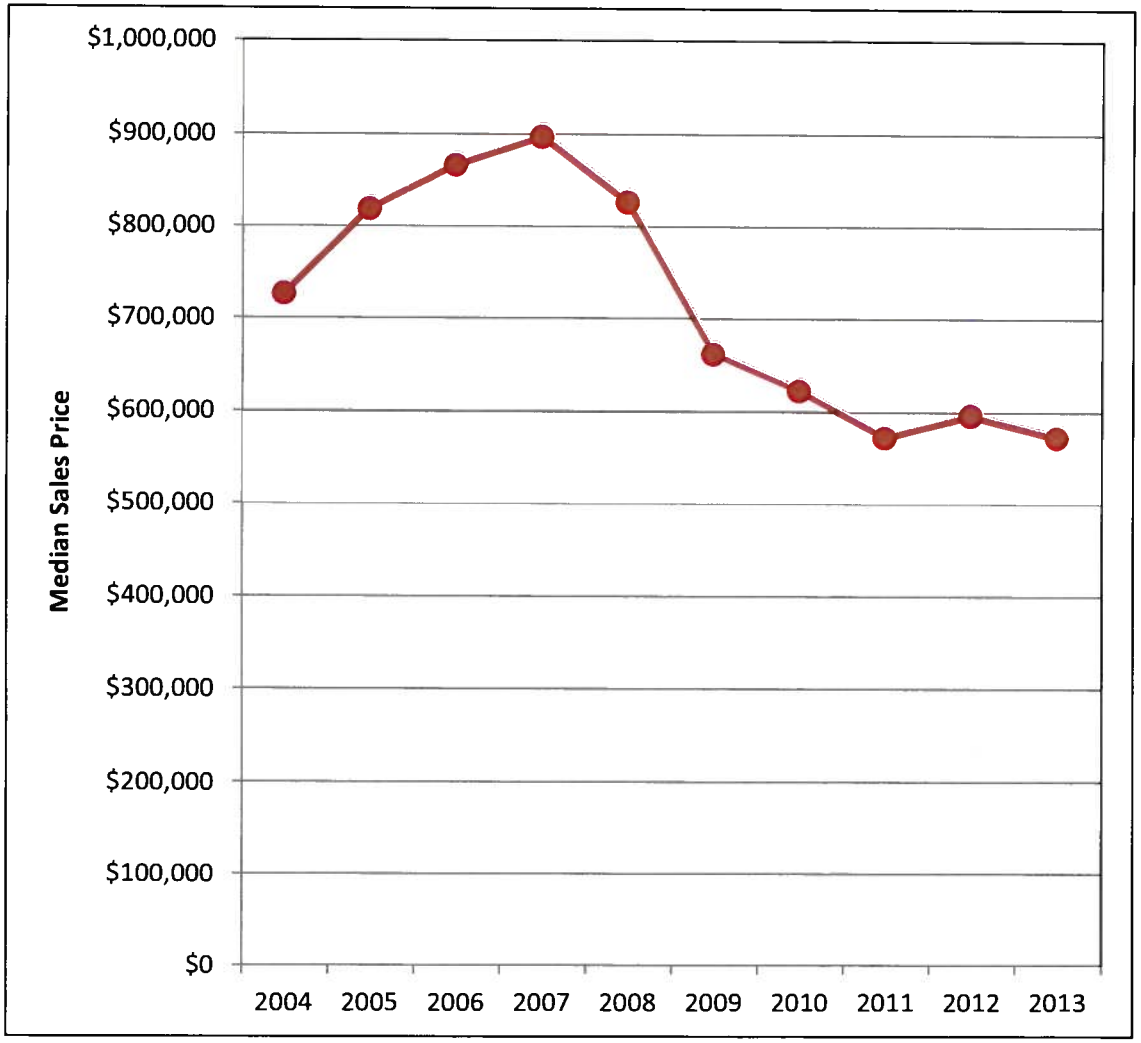
Local Transit Participation

A well-functioning public transportation system that fulfills the needs of local residents and visitors is one of the primary tools for reducing dependence on automobile travel. Automobiles are expected to be a primary source of Greenhouse Gas (GHG) emissions in the community. Furthermore, alternative transportation reduces the overall cost of transportation upkeep, reduces traffic congestion and reduces the number of traffic-related accidents.

"Provide a year-round local public transit system that is convenient and efficient"

General Plan: Goal M.5

Community: Housing



Data source: Mammoth Lakes Board of Relators' Multiple Listings Service (MLS)

For additional information:
Mammoth Lakes Housing, Inc., Website: http://mammothlakeshousing.com/

Median Home Price

Median home price measures the annual median home sales price of single family homes sold in Mammoth Lakes. Median home price is the middle price in a series of sales, where half of the sales are of lower value and half are of higher value. The median is used instead of average to avoid outliers that will skew the average.

Since 2009 median home sales prices have decreased by 3% and overall sales prices have dropped by 36% since 2007 during the national housing crisis. In 2013 sales prices decreased by 4%, maintaining this downward trend and equaling the lowest sales price numbers reported since 2004.

First-Time Homebuyer Program, ongoing

Mammoth Lakes' First-Time Homebuyer Program is a critical tool for prospective buyers that would otherwise be priced-out of the market, and is also beneficial to the community by maintaining and growing the full-time community.



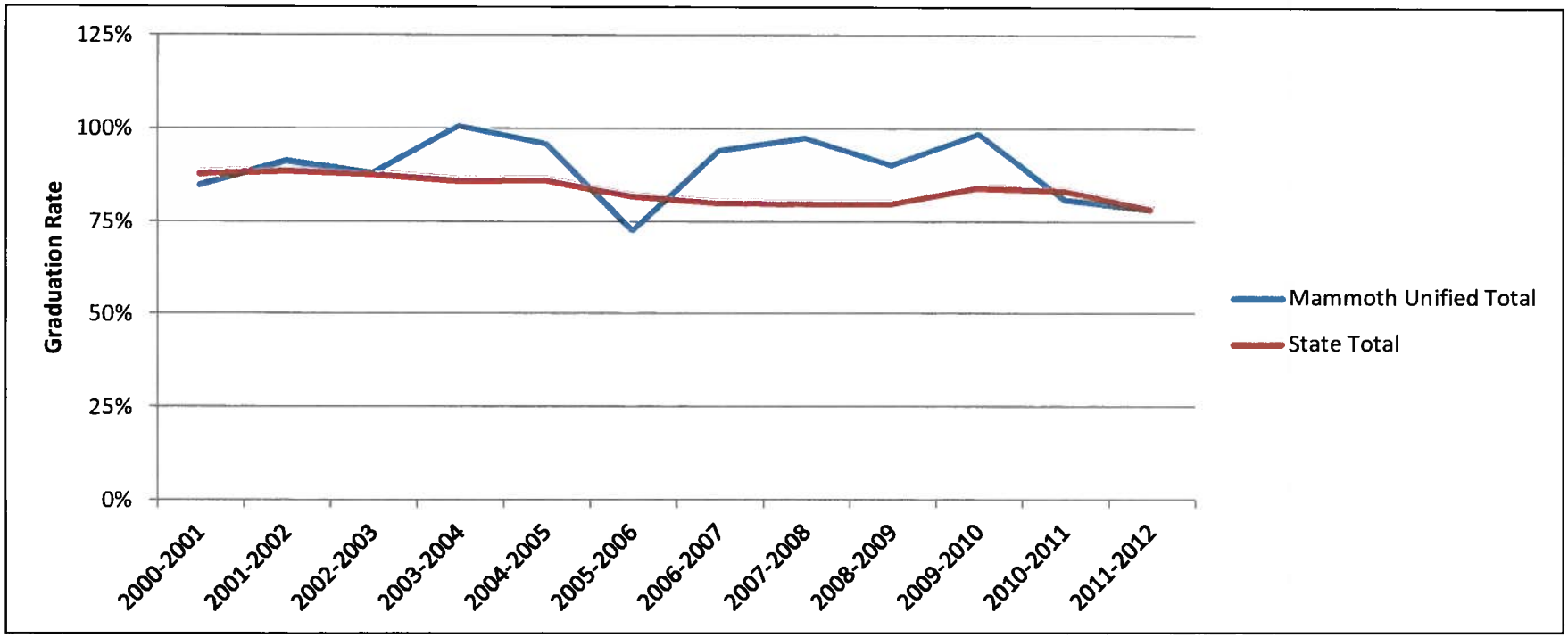
Community: Education

Graduation Rates

Graduation rates are a measure of the annual percentage of a group of students (cohort) from Mammoth Unified School District (District) high schools who enter high school and graduate within four years.

Graduation rates have dropped by nearly 6% over the past 5 years. In fact, the 2011-2012 school year saw the second lowest graduation rate since the 2000-2001 school year, with only 78.8% of students graduating. This is roughly a 3% decrease from the previous year and is 20% lower than the rates reported in the 2009-2010 school year.

Graduation rates from District high schools were roughly equal to the statewide rate last year. While statewide graduation rates have experienced a steady decline since 2000, there has been significant variability in District high school graduation rates, ranging from 100+% (due to transfers) to 73%.



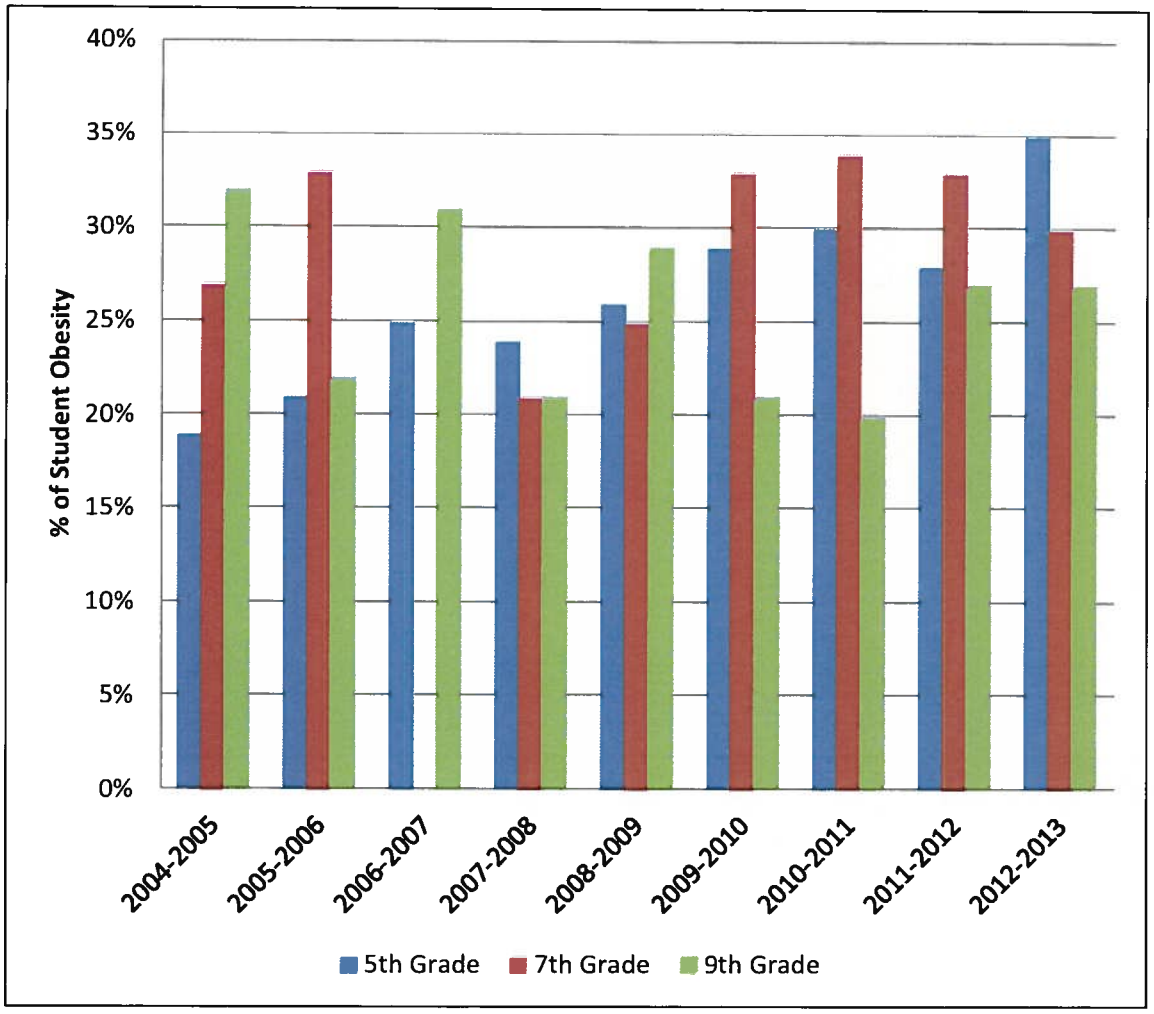
Data source: California Department of Education, DataQuest Program

For additional information:

Mono County Office of Education, Website: http://www.monocoe.org/

Community: Health

Student Obesity Rates



Data source: California Department of Education, Physical Fitness Testing Results

Student obesity rates measure the percentage of all 5th, 7th and 9th grade students in the Mammoth Unified School District (District) that are determined to be overweight or obese based on California Physical Fitness Testing. This test establishes a "healthy weight zone" based on statewide performance.

Student obesity increased by more than 4% for two of three grades tested over the past five years: 5th graders increased by 6.5%, 7th graders increased by 4% and 9th graders increased by 1%. Obesity rates for 5th graders increased by 7% in 2012-2013 over the previous school year to the highest rate on record, while 7th and 9th grade students have only decreased slightly year over year.

For additional information:
Mono County Health Department, Website: http://monohealth.com/public-health

75210: Simple Steps To Better Health Campaign, ongoing

The Mono County Nutrition & Physical Activity Taskforce (NPAT) has been providing education in the community about the importance of eating healthy food, limiting time in front of the TV and regular exercise through their 75210: Simple Steps To Better Health Campaign..

Simple Steps *75210* to Better Health

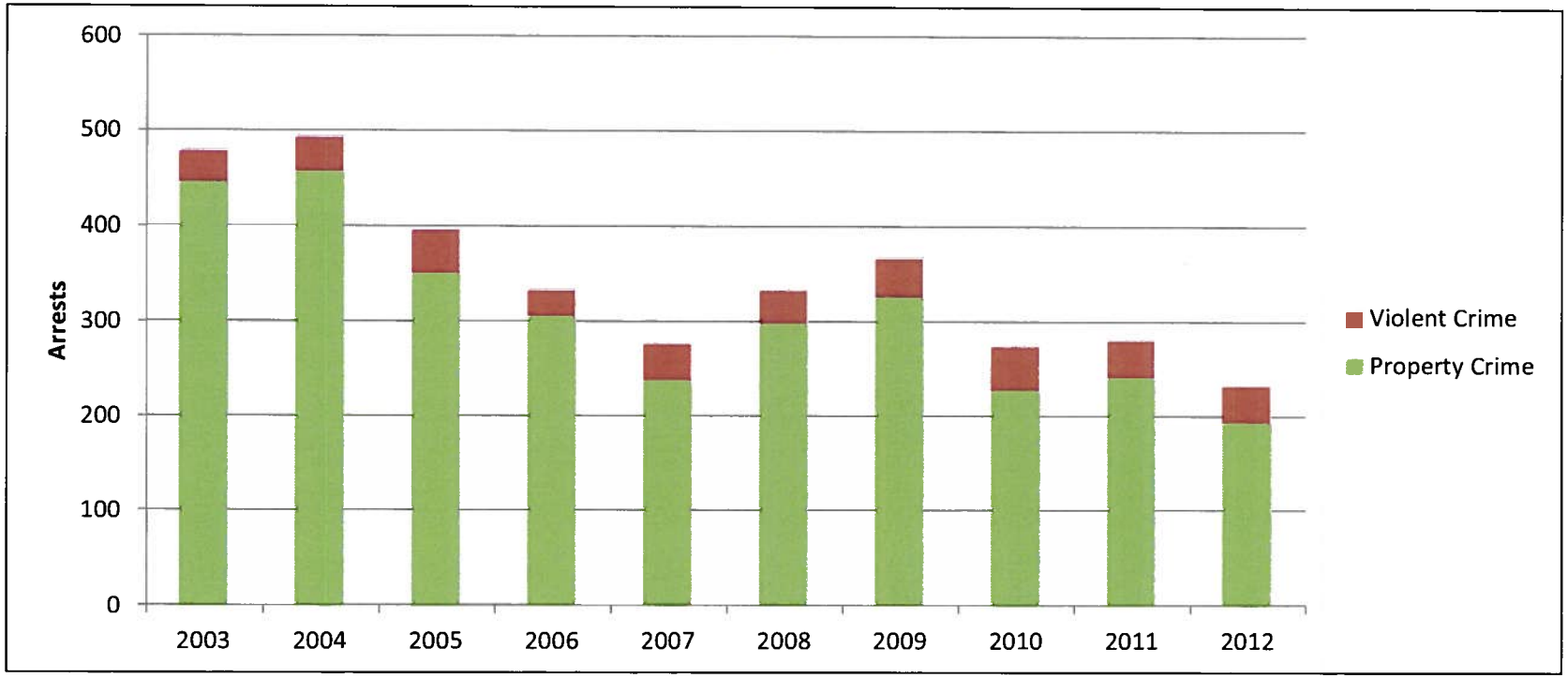
Read more here

Community: Crime

Law Enforcement Arrests

Law enforcement arrests measures the annual number of criminal arrests and referrals by law enforcement agencies for prosecution in Mammoth Lakes. Crime data is categorized as Violent Crime, crimes that generally include a weapon, bodily injury, or robbery; and Property Crime, crimes that generally result in damage to property including theft, burglary, or forced entry.

Law enforcement arrests have decreased by 8.6% since 2008 and this trend continued in 2012 with a decrease of 17%. This is the lowest number of law enforcement arrests reported over the past decade, with 234 total arrests (38 violent crimes and 196 property crimes). While property crimes continue their downward trend, violent crimes have remained steady over the past 10 years, averaging roughly 37 violent crime arrests annually. During this period the Mammoth Lakes Police Department also reduced the size of its staff.



Data source: California Department of Justice

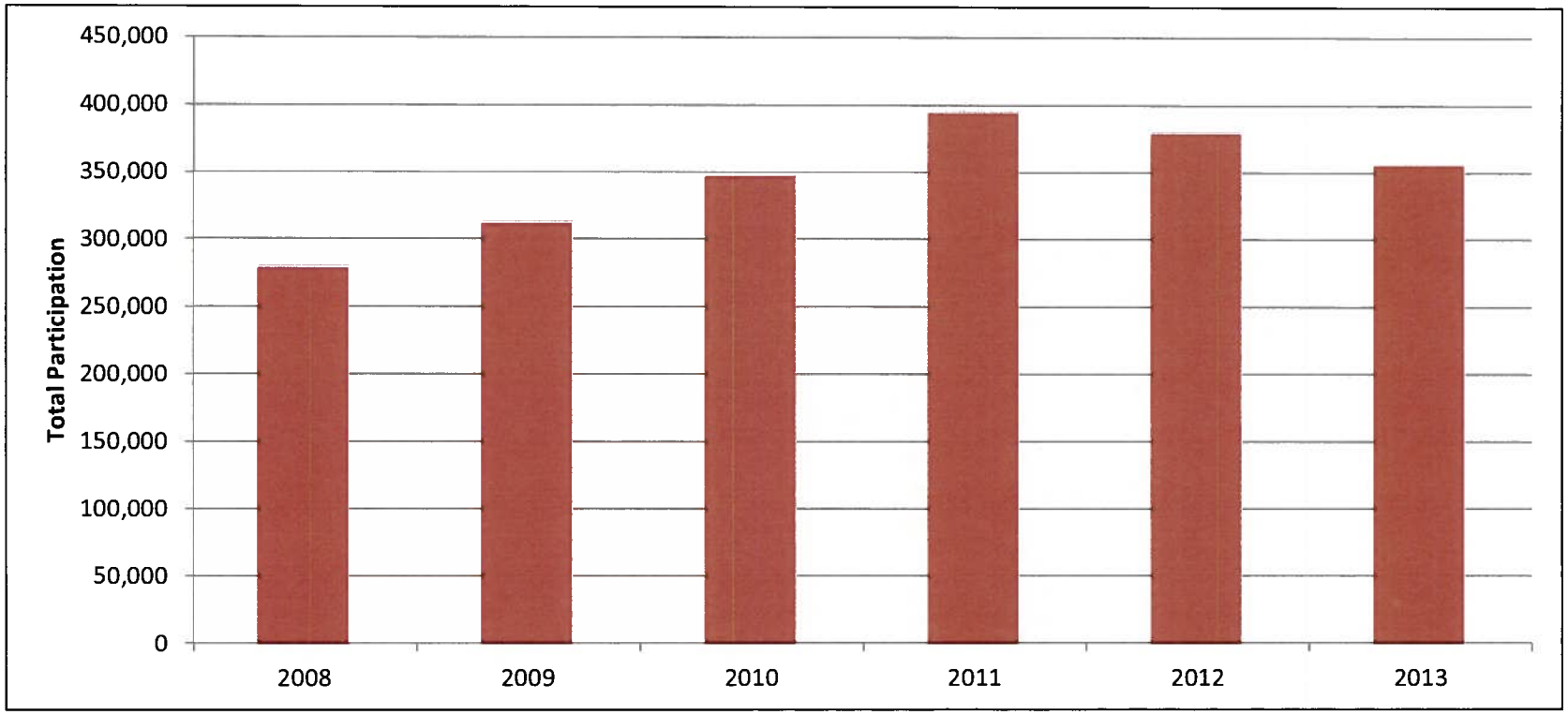
For additional information:

Mammoth Lakes Police Department, Website: http://www.j.mammothlakespd.org/

Local Transit Participation

Local transit participation measures the total number of riders on all Mammoth Fixed Routes served by the Eastern Sierra Transit System, which operates regionally and within town limits.

Local transit participation has increased by roughly 4% since 2009. In 2013 participation decreased by 6%, with numbers 10% less than peak participation numbers reported in 2011. Local transit continues to have its highest participation in July and August, which account for roughly a quarter of total participation numbers for the entire year.



Data source: Eastern Sierra Transit Authority, Ridership Counts

For additional information:

Eastern Sierra Transit Authority, Website: http://www.estransit.com/CMS/

Environment

AIR

Particulate Air Pollution

Particulate air pollution impacts the health of community residents, aggravating respiratory conditions such as asthma and bronchitis. Furthermore, air pollution generated in Mammoth Lakes and throughout California from human activities such as the burning of fossil fuels and deforestation harm the ecosystems that support community residents as well as other terrestrial and aquatic species.

"Protect the health of community residents by assuring that the Town of Mammoth Lakes remains in compliance with or improving compliance with air quality standards"

General Plan: Goal R.10

WATER

Water Consumption

Freshwater supplies are a limited resource in Mammoth Lakes. Efficient use of freshwater supplies is needed to meet the needs of local residents and to support local industry. Increased demand for water has negative impacts on aquatic ecosystems, and imposes a financial burden on Mammoth Lakes to create new water supplies and/or additional treatments.

"Conserve and enhance the quality and quantity of Mammoth Lakes' water resources"

General Plan: Goal R.4

WASTE

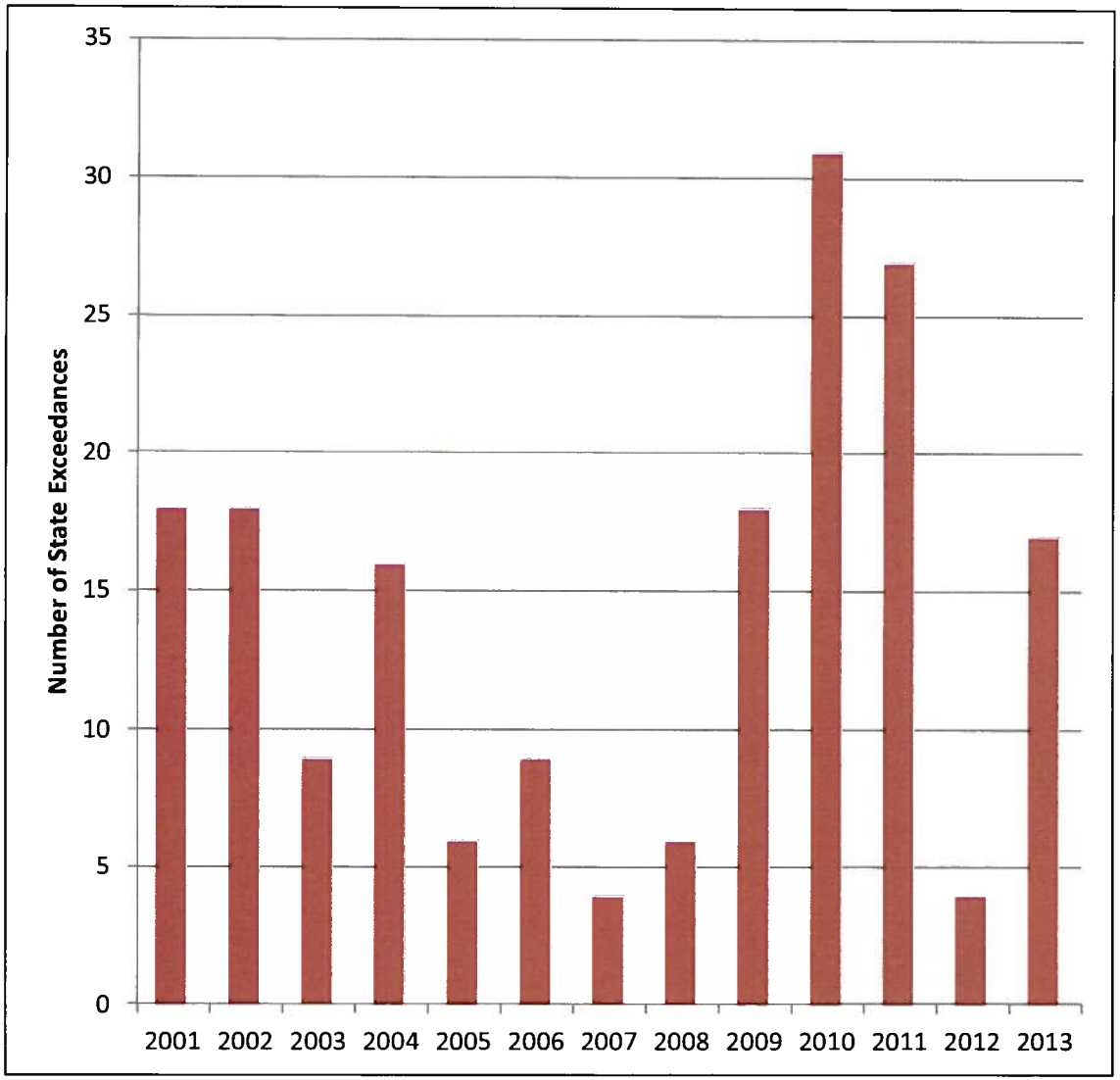
Recycling Rate

Solid waste diversion to landfills or incineration generates Greenhouse Gas (GHG) emissions, increases the risk of soil and groundwater contamination, and consumes non-renewable resources. Recycling minimizes these impacts and creates local jobs.

"Reduce volume of solid waste"

General Plan: Goal R.9

Environment: Air



Data source: California Environmental Protection Agency, Air Resource Board

For additional information:
Town of Mammoth Lakes Planning Department, Website: http://www.townofmammothlakes.ca.gov/

Particulate Air Pollution

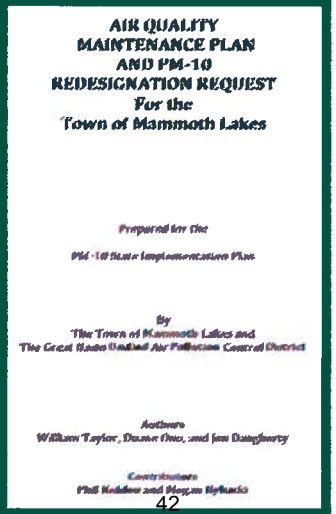
Particulate air pollution measures the total number of days Mammoth Lakes exceeds the California Air Quality Standard for Particulate Matter (PM10) each year. PM10 includes particles with a diameter of 10 microns or less. The California Air Quality Standard for PM10 is 50 µg/m3, measured as a 24-hour average. Mammoth Lakes has not exceeded the less stringent federal PM10 standards since 1994.

Over the number of days in which Mammoth Lakes has exceeded the California Air Quality Standard for PM10 has decreased by 16% over the past 5 years. In 2013 Mammoth Lakes exceeded the standard on 17 days in, which is 13 days more than 2012, but still well below numbers reported in 2010 and 2011.

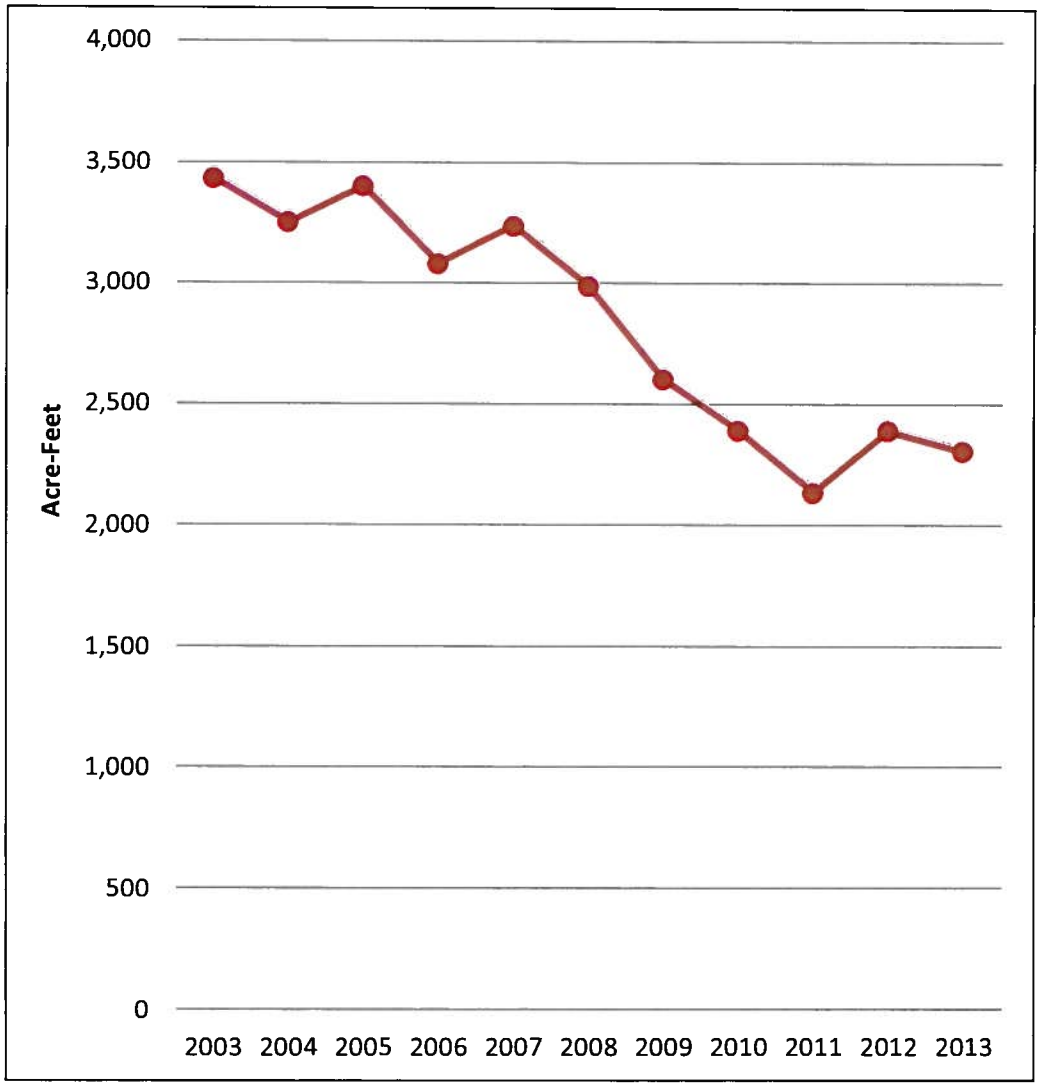
Air Quality Maintenance Plan, adopted 2013

Mammoth Lakes, in partnership with the Great Basin Unified Air Pollution Control District, adopted the Air Quality Maintenance Plan which serves as a revision to the 1990 Air Quality Management Plan. This revision includes a request to redesignate the area as in attainment of National Air Quality Standards for PM10 and a plan to ensure federal PM10 standards are not violated in the future.

Read more here


AIR QUALITY MAINTENANCE PLAN AND PM-10 REDESIGNATION REQUEST For the Town of Mammoth Lakes

Environment: Water



Data source: Mammoth Community Water District, Urban Water Management Plan

For additional information:
Mammoth Community Water District, Website: http://www.mcwd.dst.ca.us/

Water Consumption

Water consumption measures the total acre-feet of water supplied by the Mammoth Community Water District for use by residential, commercial, and institutional customers. Water consumption numbers include water used by hotels and vacation homes in Mammoth Lakes, as well as for irrigation by the golf course.

Water consumption has decreased by just over 2% since 2009. Overall, water consumption saw a slight increase in 2012 after a 5-year downward trend which brought water consumption down to historically low numbers. This reduction in water consumption can primarily be attributed to lower system loses and water conservation efforts.

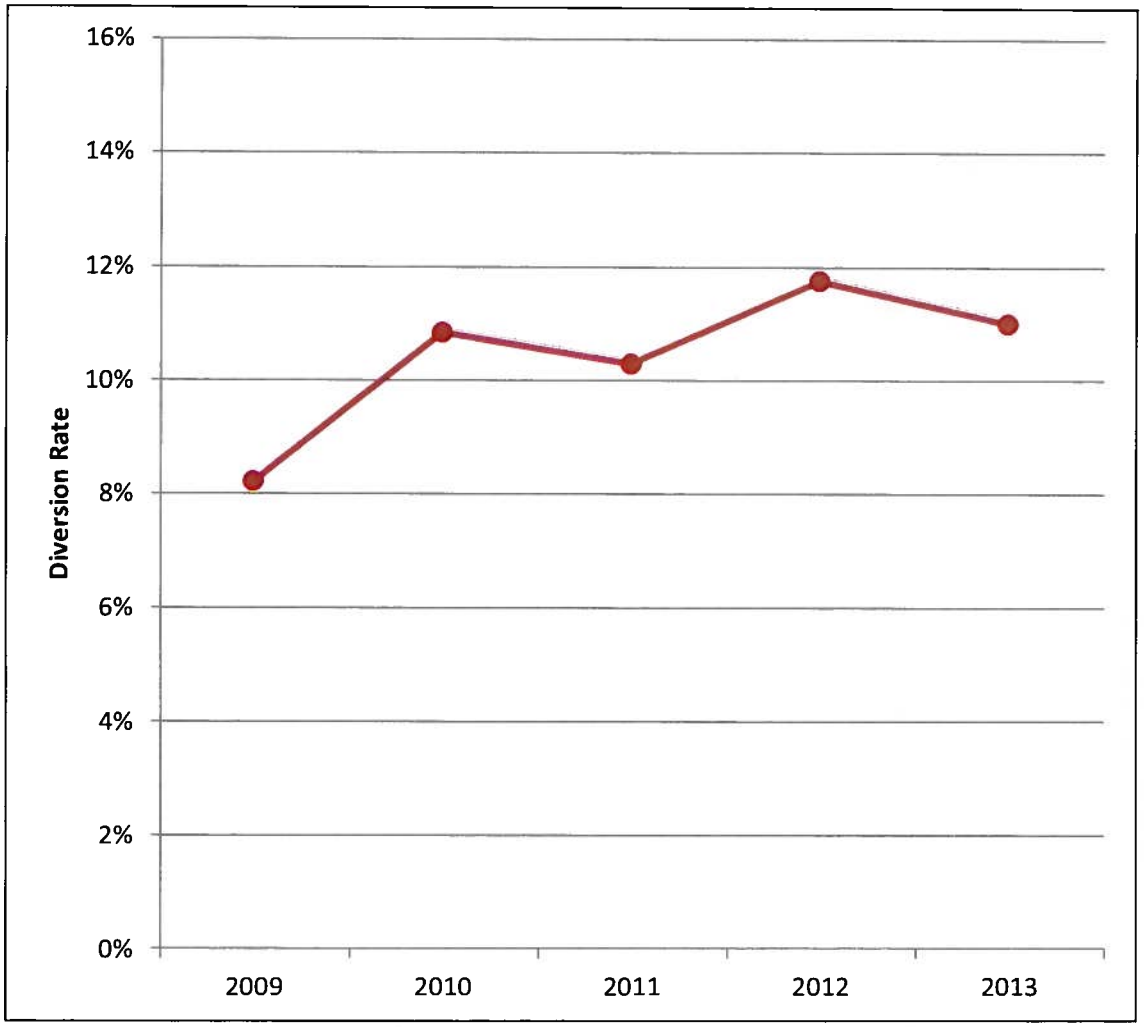
Mammoth Middle School Irrigation Retrofits, completed 2013

The Mammoth Community Water District completed an irrigation retrofit project on fields and landscaping at Mammoth Middle School that included fine tuning and installing new sprinkler heads, installed a Central (Irrigation) Control System and setting up an efficient irrigation schedule.



Environment: Waste

Recycling Rates



Data source: Waste Connections, Inc.

Recycling rates measure the percentage of waste disposal that is diverted to a recycling facility. This diversion rate is calculated by dividing the tonnage of recycled material by the tonnage of total waste disposal in Mammoth Lakes.

Recycling rates have experienced a general upward trend since 2009 with a roughly 3% increase during this period. Recycling rates have shown very little annually variability, averaging 10.45% each year. While recycling rates experienced a slight dip in 2013, they remain consistent with this general upward trend.

For additional information:

Waste Connections Inc., Website: http://www.wasteconnections.com/

Recycling Table Tent Brochures, initiated 2013

The Mammoth Lakes Public Works Department printed 1650 cards providing information on the do's and don'ts of recycling. Cards were distributed to residents, rental units and businesses throughout town.



Acknowledgements

Town staff, local subject matter experts, and Town's Planning and Economic Development Commission contributed to the selection of indicators and production of this report. Thank you for all of your contributions, and a special thanks to:

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Environmental Incentives

www.EnviroIncentives.com

About the 2013 Community Indicators Report

The 2013 Community Indicators Report was informed by the evaluation of numerous established community, corporate, and project-scale standards for sustainability indicator reporting, as well as published community indicator reports.

The development of the 2013 Community Indicators Report required significant effort to select a targeted set of relevant and feasible indicators, collect historical data for each indicator, and develop the structure and content of this report. In order to leverage this significant effort, a reporting plan was developed to efficiently and consistently update the annual Community Indicator Report in the future. The reporting plan ensures consistent and accurate annual reporting of indicators, and reduces the administrative burden of reporting.

Disclosure

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