

# *The Economic Impact of Tourism on Santa Rosa County*



A Comprehensive Analysis

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Final

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**ABOUT US**

Located on University of West Florida's Emerald Coast Campus in Fort Walton Beach, Florida, the Haas Center collects, analyzes, and distributes economic data for clients seeking expert economic advice. We exist to help entrepreneurs and industry leaders--from traditional manufacturing to emerging technologies--meet their information needs in the modern economy.

The Haas Center specializes in data analysis for the purposes of economic forecasting, marketing research, business expansion, tourism, and real estate development as well as industry and academic studies. The Haas Center's staff combine academic credentials with varied experience, ranging from economists to survey specialists. Each professional combines innovation with attention to detail to produce high-quality research products for Center clients.

For further information please visit our website at [haas.uwf.edu](http://haas.uwf.edu) or contact Rod Lewis at [clewis2@uwf.edu](mailto:clewis2@uwf.edu).

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## Executive Summary

### Overview

The Haas Center was contracted to assess the economic impact of tourism on the Santa Rosa County economy by the Santa Rosa Tourism Development Council. Data were collected from tourism development tax data (bed tax data), hotel price points, survey data on visitors to the county, tourism-related retail sales, and data from Economic Modeling Specialists International (EMSI). To calculate the economic impact figures, Center staff utilized the IMPLAN model. The resulting analysis includes the impact of tourism and its impact on jobs in critical industry sectors throughout the county. The Economic Impact analyses are also divided into three regions: North Santa Rosa, encompassing Milton, Jay, and Bagdad; South Santa Rosa, which includes Navarre Beach and Navarre proper; and finally, Gulf Breeze. A list of the zip codes that comprise these regions may be found in Appendix A.

### Economic Impact

Tourism is vital to sustaining a healthy economy along the Gulf, affecting more than sectors which are traditionally associated with the tourism industry, such as hotel, restaurant, and retail. As tourism grows in Santa Rosa County, for example, so does the need for infrastructure to meet the increasing demand of tourist activity. Consequently, the construction industry grows alongside tourism to accommodate this demand.

The impacts of tourism are also felt as tax revenues. As more tourists travel to the region, the number of tax dollars collected increases, which lessens the burden on local residents of funding public services. These revenues can bring in significant amounts of money, which, if lost, would have a profound effect on the region's economy.

Advertising and marketing decisions also affect tourism to the region. Positive or negative perceptions based on media campaigns can influence whether or not tourists decide to return to the region or to relocate and become residents. Their presence (or absence) directly and indirectly affects regional employment numbers, wages, and revenues; therefore, effective marketing strategies are critical. The analysis of the economic impact of tourism on Santa Rosa County contained within this report will help guide decisions on how to best grow the regional economy, maximizing the return on investment.

Table 1 lists the economic impacts of tourism on Santa Rosa County in terms of employment, labor income, total value added (or Gross Domestic Product,

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also known as GDP), and output (sales). These impacts are expressed as direct effects and their associated multiplier effects (indirect and induced effects). The time period of these impacts stretches from October 2011 through September 2012 so as to capture the most current data available. As the table reflects, tourism generates 1,453 jobs, over \$39.4 Million in labor income, \$71.0 Million in total value added, and \$113.2 Million in output.

**Table 1. The Economic Impact of Tourism on Santa Rosa County  
Oct. 2011 through Sept. 2012**

<b>Impact Type</b>	<b>Employment</b>	<b>Labor Income</b>	<b>Total Value Added</b>	<b>Output</b>
Direct Effect	1,144	\$30,415,172	\$50,409,164	\$79,878,498
Indirect Effect	144	\$4,304,258	\$9,160,756	\$15,236,885
Induced Effect	165	\$4,730,243	\$11,459,851	\$18,089,781
<b>Total Effect</b>	<b>1,453</b>	<b>\$39,449,673</b>	<b>\$71,029,771</b>	<b>\$113,205,164</b>

Additional sections of the report consist of demographic information on Santa Rosa County residents, industry size and growth patterns, visitor spending impacts, accommodation revenues, bed tax information, retail sales, enplanements, travel access, and a discussion of amenities. A number of salient findings from this report are bulleted below.

- 10 out of 11 key industries in Santa Rosa County are experiencing strong growth
- 5 out of the 11 key industries are both growing and are above the average earnings per worker for the county
- Most of the top 10 industries, in terms of employment, are typically associated with tourism
- Accommodation revenues have surpassed all points since at least 1993 and are continuing to grow
- Navarre Beach is responsible for 54% of countywide bed tax revenues
- Retail sales had been on the decline since 2005, but in recent years, sales are on an upswing
- Enplanement figures are on the rise at commercial airports around Santa Rosa County

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## Introduction

Tourism is an important aspect of the economies along the Gulf of Mexico and surrounding areas. The impact of tourism is explained by direct, indirect, and induced effects. Referred to as multiplier effects, these three impact types are often measured in terms of employment, labor income, total value added—analogue to Gross Domestic Product or GDP (the sum of all goods and services minus imports) and output, or sales revenue. Inter-industry linkages (indirect effects) increase employment and labor income. Increases in labor income result in increases in consumer spending and, therefore, rises in output. The expansion of this cycle leads to greater overall economic impacts.

The benefit of assessing the economic impact of tourism is to enable decision makers to plan and strategize effective ways to grow the regional economy. Knowledge of industry employment sizes and growth rates, for example, alerts decision makers where to focus their attention. This report is divided into several sections discussing various countywide impacts such as this. We first include a profile of the demographic makeup within Santa Rosa County and then discuss the growth and size of key industry sectors, followed by other economic indicators. Accommodation revenues, bed tax revenues, and retail sales are each considered and used to explain historical and current growth patterns. The total economic impact is then assessed. Finally, the report provides an analysis of travel to and from the area and research on various amenities.

## Demographic and Economic Overview

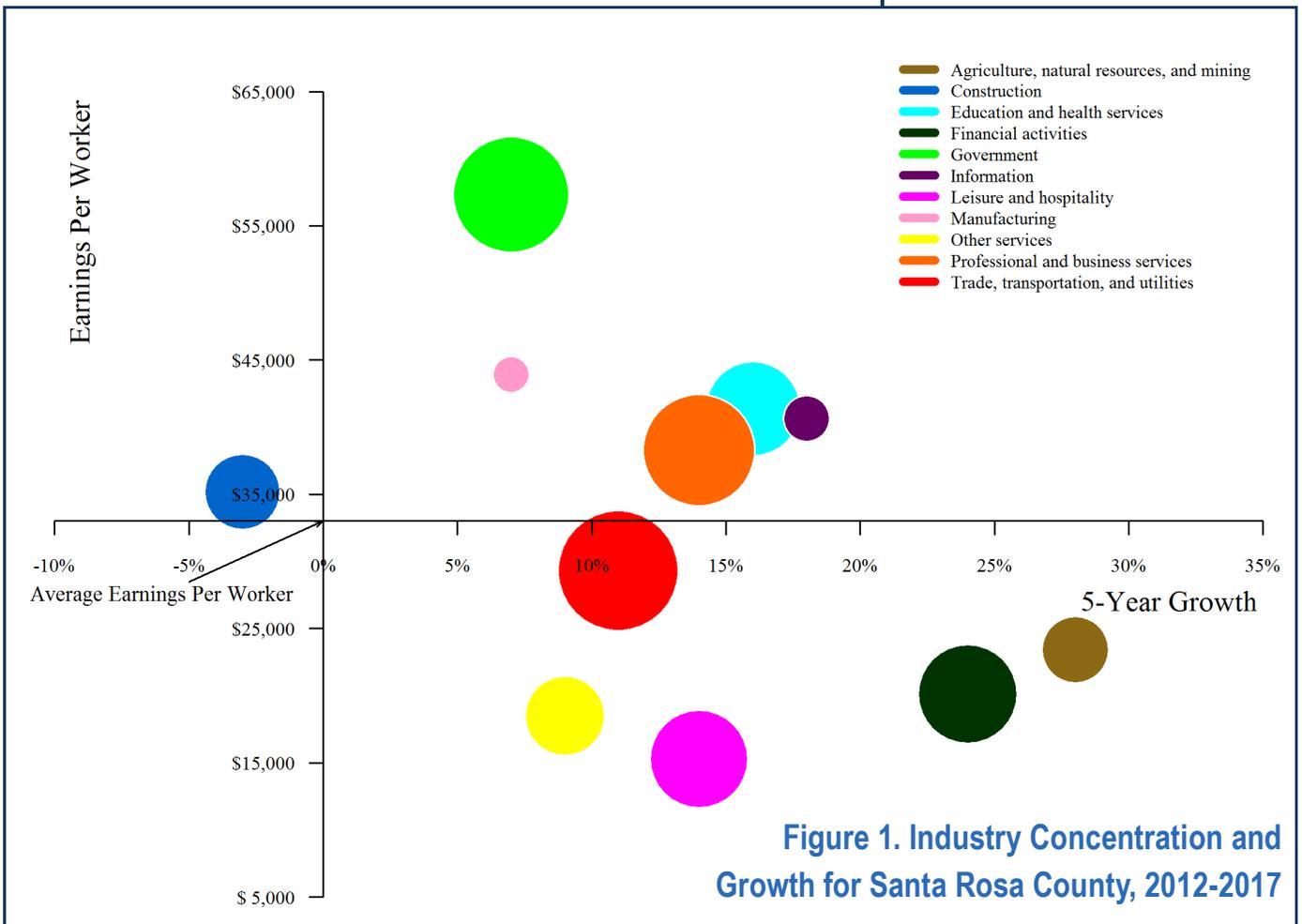
The current population in Santa Rosa County is estimated at 155,554 people. This is a 32% positive change since the year 2000, according to Census data (see Table 2). Growth is forecast to increase 28% in the next decade as well, which is consistent with this upward trend in population numbers.

**Table 2: Santa Rosa County Demographics**

<b>2012 Population</b>	155,554
<b>2000 Census Population</b>	117,742
<i>% Change in Population 2000 to 2012</i>	32%
<b>2012 Households</b>	58,508
<b>2012 Median Age</b>	40
<b>2000 Census Median Age</b>	37
<b>2012 Median HH Income</b>	\$56,208
<b>2000 Census Median HH Income</b>	\$42,387
<i>% Change in Median HH Income 2000 to 2012</i>	33%
<b>2012 Average HH Income</b>	\$68,003
<b>2012 Per Capita Income</b>	\$25,578
<b>Total Housing Units</b>	65,477
<i>% Owner Occupied</i>	68%
<i>% Renter Occupied</i>	21%
<i>% Vacant</i>	11%

Along with increasing population growth, the median household income is on the rise with a 33% change since the 2000 Census. This brings the median household income to over \$56,000 per household, as compared to about \$42,000 in 2000. The average household income is about \$68,000, and per capita income is \$25,578.

The bubble chart, Figure 1, and those that follow, depict employment growth over the next five years and the average earnings per worker (EPW) in key industry sectors for 2012. EPW is an aggregate value of wages, industry profits, benefits, etc., divided by the total number of workers in a sector. This value is shown along the vertical axis, while percent growth is shown along the horizontal axis. Also, the size of the bubbles represents the number of employees in an industry sector for 2012. As an example, turn your attention to construction, pictured in blue to the left of the vertical axis. Its vertical posi-



tion on the graph indicates that the construction EPW is slightly above the average for the county; however, the horizontal position indicates that the industry is experiencing negative growth (for the complete raw data for each

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industry concentration and growth section, please refer to Appendix B). The number of workers employed in the construction industry is near the 33rd percentile compared to the other industries listed, meaning that approximately 33% of industries listed contain fewer workers. We may conclude that the construction industry in Santa Rosa County is small to moderate in size when compared to the other 10 industries depicted and is declining slowly. This indicates that construction demand is not expanding rapidly; although, a closely linked industry, leisure and hospitality, is unaffected, experiencing a healthy growth rate of 14%. All other industry sectors are experiencing positive growth with the agriculture, natural resources, and mining industry undergoing the largest growth rate.

The Northern section of Santa Rosa County contains the cities Milton, Jay, and Bagdad. This area closely resembles the growth rates and EPW for all of Santa Rosa County, which were previously discussed. Again, by studying Figure 2, we see that construction is the only industry that is not growing, and that the agriculture, natural resources, and mining industry (natural resources and mining are among the smallest industries) is growing at the fastest rate. One distinction between the North and all of Santa Rosa County is the concentration of the government industry sector proportionate to other industries. In the North, the government is the largest employer, likely due to the proximity of military bases in the area. When analyzing the industries in all of Santa Rosa County, we find that the trade, transportation, and utilities industry is the largest employer. The leisure and hospitality industry in the North

does not employ nearly the same number of people as the county does on a whole, but it is growing at a higher rate than industries that do employ larger numbers of workers.

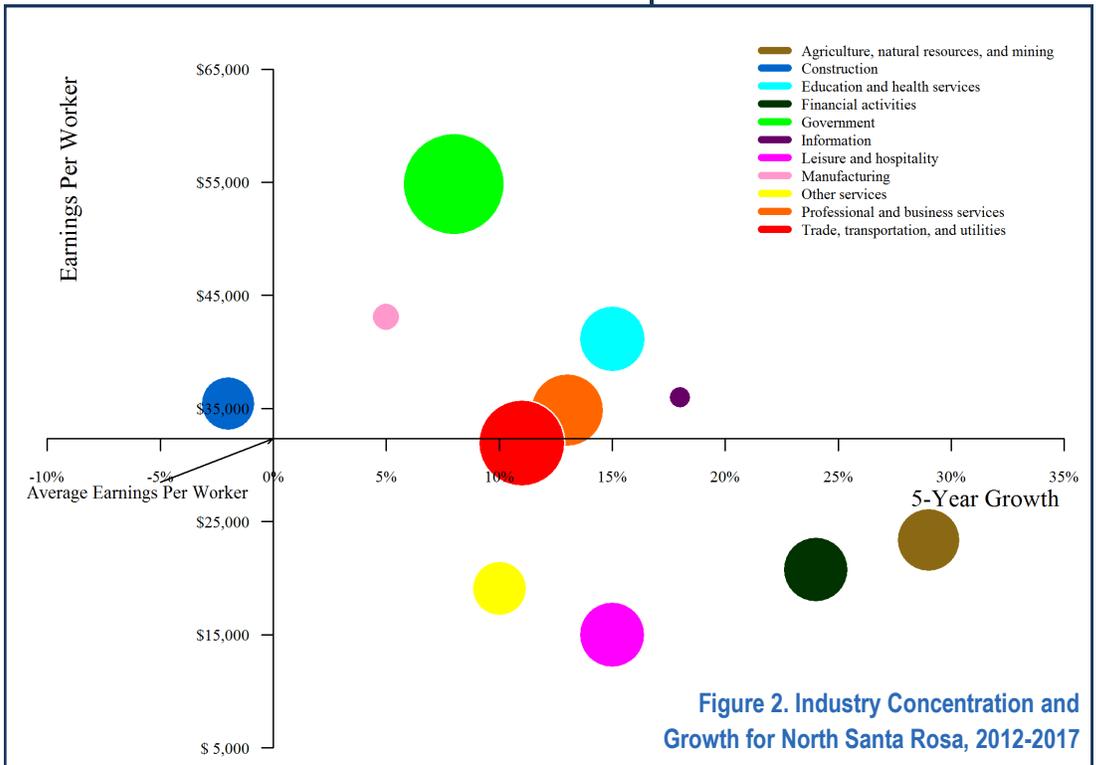


Figure 2. Industry Concentration and Growth for North Santa Rosa, 2012-2017

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The Southern portion of Santa Rosa County consists of zip code 32566, which encompasses Navarre and Navarre Beach. Tourism is highly important to this area, considering that more than 50% of hotel and condo rentals in the county come from here. In Figure 3, the leisure and hospitality sector, an industry that represents tourism, exhibits strong growth along with most of the other industries.

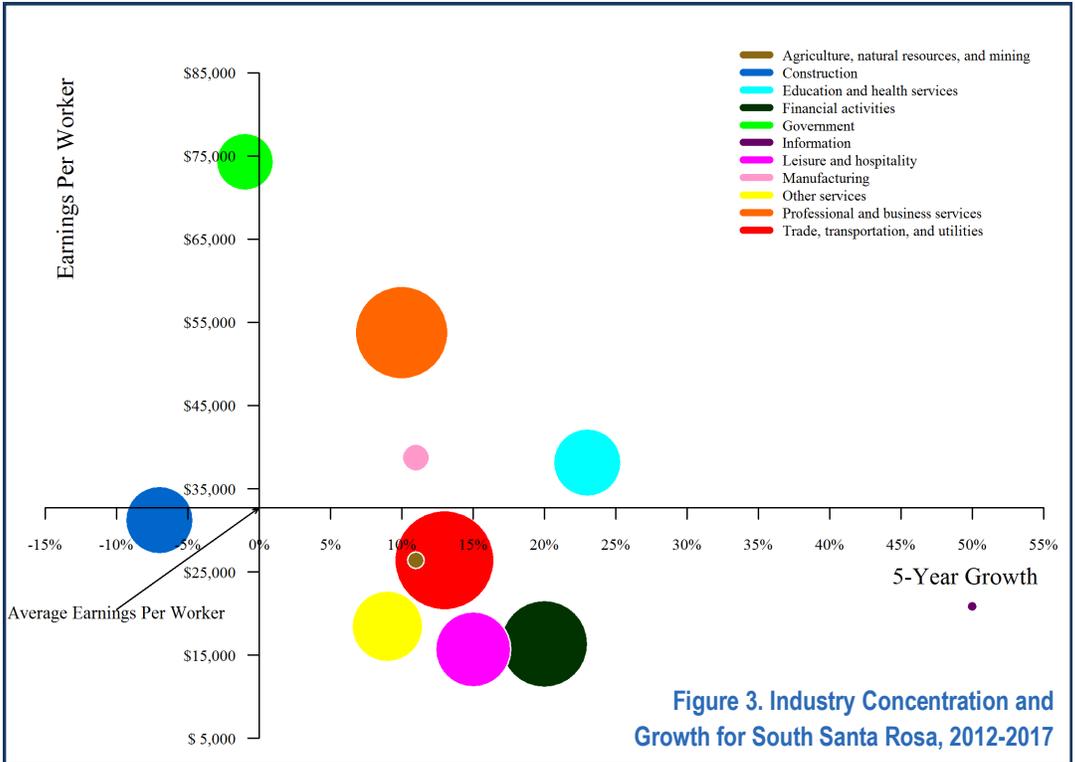


Figure 3. Industry Concentration and Growth for South Santa Rosa, 2012-2017

The average earnings per worker (EPW), however, is below the average for the sector. Similarly, the industry with the highest growth rate, information, is below the average EPW. The education and health services industry has both an EPW that is above the average and a strong growth rate. The largest industry is trade, transportation, and utilities.

Gulf Breeze has the highest earnings per worker (EPW), when averaging all industries together, compared to North and South Santa Rosa County. The South does have the industry with the highest EPW by about \$6,000 compared

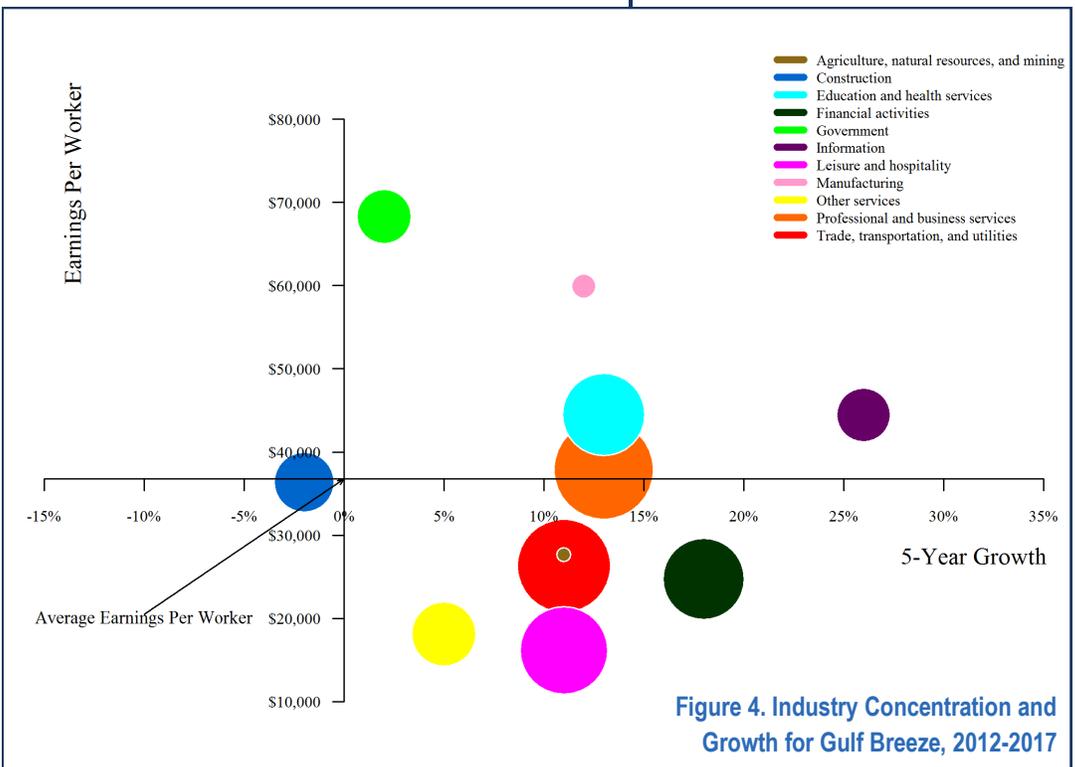


Figure 4. Industry Concentration and Growth for Gulf Breeze, 2012-2017

to Gulf Breeze, the area with the second highest EPW for an industry. The largest industry sector in Gulf Breeze is professional and business services,

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followed by trade, transportation, and utilities. Nearly all industry sectors pictured in Figure 4 show strong positive growth. Among the industries with high EPW, the information sector has the highest growth rate. Professional and business services and education and health services follow the information sector, exhibiting strong growth rates and high EPW.

## Santa Rosa County Tourism Impacts

As our data have demonstrated, the impact of tourism on the Santa Rosa County economy is substantial. Indeed, the leisure and hospitality sector (which includes most of the tourism base plus a substantial number of non-tourism related activities) accounts for nearly 5,500 jobs. This makes it the fourth largest sector behind 1) trade, transportation and utilities, 2) professional and business services and 3) financial activities. However, this sector does have the lowest earnings per worker totals of any sector in the county.

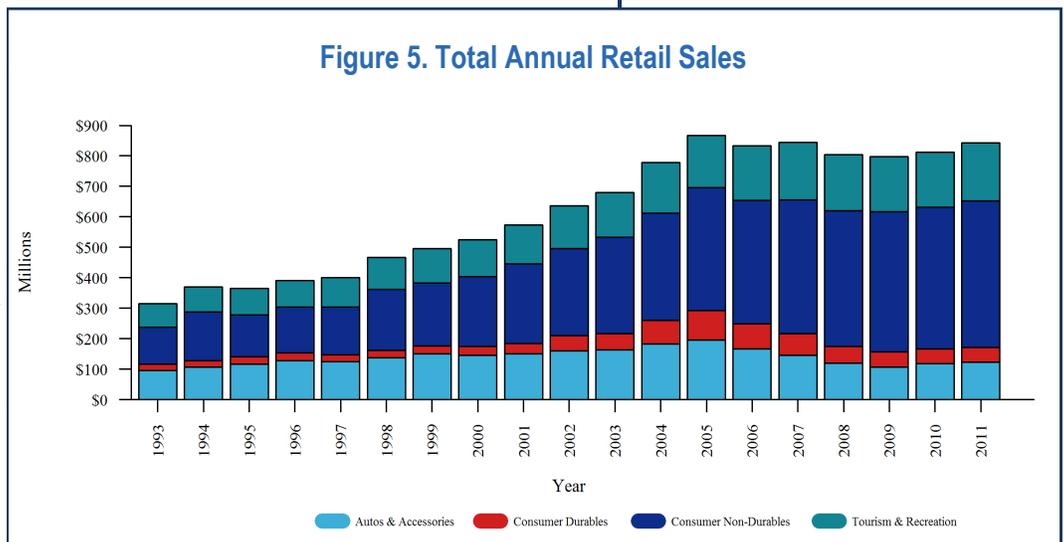
In this section of the analysis, we examine the economic impacts of tourism on the Santa Rosa County Economy. These estimates are derived from a combination of sources, including sales in tourism related sectors, bed tax revenues and estimated visitor spending patterns (from Visit Florida). Utilizing these sources, we calculated estimated total visitor spending across the affected sectors (hotels, motels, restaurants, retail establishments, service stations, etc.) which we then entered into the IMPLAN model. This model allows us to estimate the total economic impacts associated with visitor spending in the regional economy and decompose those totals into direct, indirect and induced impacts, which we will present shortly. However, we

begin with an examination of visitor-related revenue patterns in Santa Rosa County.

### Retail Sales Patterns

We begin our overview with an examination of total annual retail sales patterns, which we present in Figure 5. The bars sum to total annual retail sales for the County as

reported to the state of Florida. The component of each bar shaded in green



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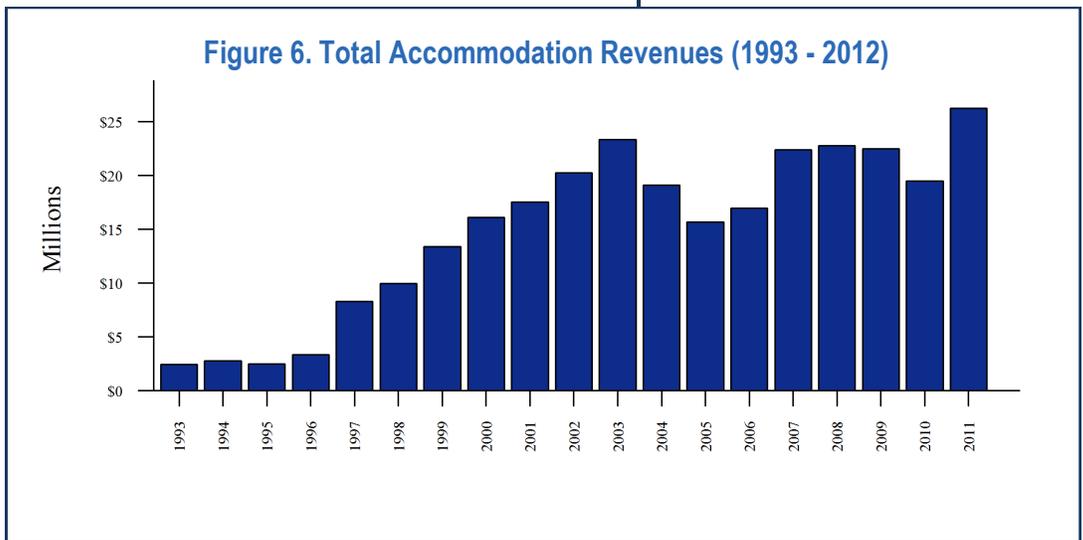
represents the tourism-related components of retail sales, which include hotels and motels, bar and restaurant sales, liquor stores, photo and art stores, gift shops, admissions, etc. (for a full description, see Appendix C). Naturally, these categories stretch beyond pure “tourism” spending and include local spending as well. For example, a local family out to dinner would generate restaurant sales tax, which would be included in Figure 5 as tourism. For the moment, we will take a holistic look at the economy, narrowing the discussion down to tourism expenditures shortly.

As Figure 5 shows, retail sales numbers peaked in Santa Rosa County in 2005 at just over \$867 Million. This represented a 275% increase from 1993. A series of hurricanes, a Great Recession and finally an oil spill brought this growth to a screeching halt. Indeed, by 2011 (the last full year of available data) retail sales in the county stood at \$843 Million, which is about 97% of the 2005 peak. The “tourism” component of these figures (the portion shaded in green) has grown as well, with 2011 totals standing at \$190 Million - the highest observed value in the series. Prior to 2011, the total peaked in 2007 at \$187 Million and did not return above that level until 2011. Sales in 2011 for the “tourism” component were just over 245% of the 1993 total.

The Florida State Department of Revenue has released sales figures through August 2012. Total Santa Rosa sales in the first eight months of 2011 were \$566 Million. For the same period in 2012 total sales rose to \$588 million—a 4% increase over the same period in 2011. Sales in the “tourism” categories were up as well, rising from \$134 Million for the period in 2011 to \$145 Million in 2012. This represents an 8% increase. If the trends continue, Santa Rosa County’s total retail sales will eclipse the all-time peak value, making 2012 the best retail sales year in the county since 2005.

**Bed-Tax Collections**

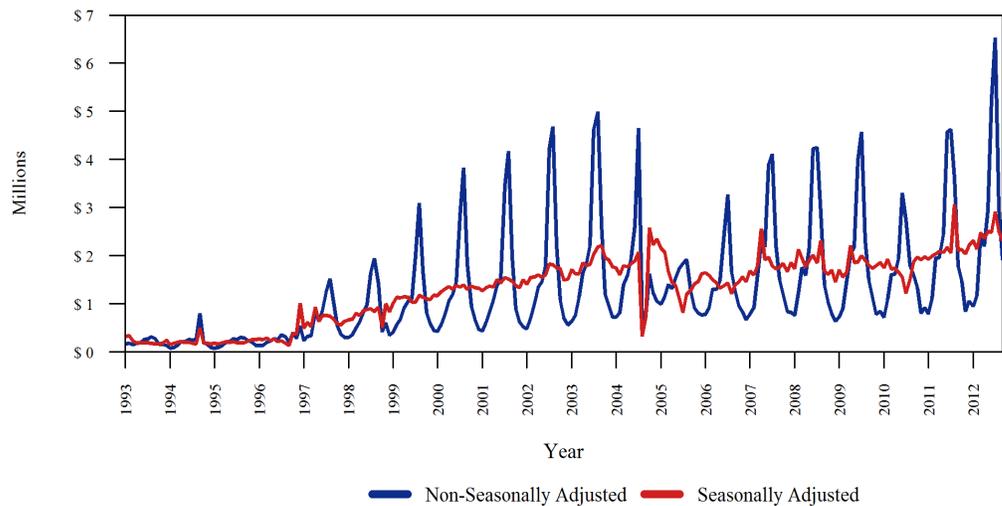
A more detailed assessment of the health of the tourism economy can be found in the bed tax collections data displayed



in Figure 6. We derive, from bed tax collections, the estimated total accommodation revenues for Santa Rosa County. As the data in Figure 6 reflect,

total annual accommodation revenues first peaked in 2003 at just over \$23 Million and did not return to a level above that figure until 2011, rising to just over \$26 Million in 2011. Initial estimates suggest that the 2012 numbers have already surpassed the 2011 numbers indicating

Figure 7. Seasonally Adjusted Monthly Accommodation Revenues (1993 - 2012)



that 2012 will be a record year for tourism in Santa Rosa County. We see evidence of this in the non-seasonally adjusted data in Figure 7 where summer season revenues spike to record annual levels.

These revenues come from across Santa Rosa County as the data in Figure 8 demonstrate. Approximately 54% of revenues come from the Navarre area (strictly defined as Navarre Beach ONLY) and 21.5% come from hotels and motels in North Santa Rosa County (for a definition of the ZIP Codes that comprise these regions, please see the appendix). South Santa Rosa, defined as all areas in South Santa Rosa which aren't on Navarre Beach, accounts for 20.4% of the revenues with Gulf Breeze accounting for just over 4%. As these data clearly demonstrate, the majority of the tourism impact is drawn (unsurprisingly) from the south end of Santa Rosa County.

Estimating Total Visitor Spending

We derive total visitor spending estimates from a variety of sources, including bed tax revenues and visitor spending estimates from Visit Florida. We utilize a formula to convert accommodation revenues into total visitor-day estimates, which are then multiplied by average daily visitor spending estimates to yield total visitor spending. We present these data in Table 3. To provide estimates based on the most recent time period available, we utilized three years worth of annual data with each annual series beginning in October 2009.

As the data indicate, bed-tax collections and, by extension, visitor spending totals have risen substantially over the three year period under analysis - from \$19 million in the 2009 period to \$29 million in the 2012 period. Total

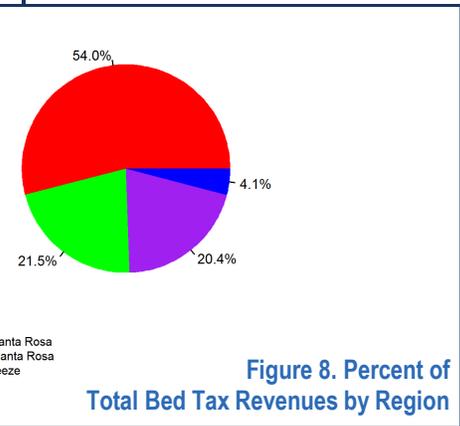


Figure 8. Percent of Total Bed Tax Revenues by Region

visitor spending estimates (which are about 296% of accommodation revenues). We used an average room rate of \$104.03 for the area and assumed 2.8 visitors per room (from Visit Florida). This yielded 801,051 total visitor nights in the 2011 to 2012 period up from just over one-half million visitor nights in the 2009 to 2010 period. We assumed that visitors spent \$110 per day (from Visit Florida) yielding a 2011-2012 expenditure total of \$88.1 million.

To gauge sector-level visitor spending we utilized data from Regional

Economic Modeling, Incorporated’s Policy Insight Plus model which presents us with typical distribution of tourism spending dollars across key economic sectors. For example, the model suggests that visitors spend 38.7% of their dollars on accommodation and food services and 9.1% on arts, entertainment and recreation. Approximately 15.7% of a Santa Rosa County visitor's spending is expected to “leak” out into neighboring economies.

**Economic Impact Estimates**

Based on the data presented above, we constructed economic impact estimates using the IMPLAN model for each of the three years. The IMPLAN model utilizes county-specific multipliers, which allow us to present estimates of direct, indirect and induced impacts on typical economic indicators, including employment, labor income, total value added (Gross Domestic Product—GDP) and output (total sales).

We present the three-year economic impact estimates in Table 4. For the 2009 period in the analysis, we estimate that tourism in Santa Rosa County generated 938 jobs and just over \$73 million in output (total sales) and \$25.4

<b>Table 3: Visitor Spending Estimates</b>			
	<b>Oct. 2011 through September 2012</b>	<b>Oct. 2010 through September 2011</b>	<b>Oct. 2009 through September 2010</b>
Accommodation Revenues	\$29,761,900	\$25,936,085	\$19,213,926
Avg. Room Rate	\$104.03	\$104.03	\$104.03
Visitors per room	2.8	2.8	2.8
Total Visitor Nights	801,051	698,078	517,149
Spending Per Day	\$110	\$110	\$110
<b>Total Spending</b>	<b>\$88,115,594</b>	<b>\$76,788,561</b>	<b>\$56,886,371</b>
<b>Visitor Spending By Sector</b>			
Retail Trade			6.6%
Transportation and Warehousing			25.9%
Real Estate and Rental and Leasing			1.0%
Administrative and Waste Management Services			2.0%
Arts, Entertainment, and Recreation			9.1%
Accommodation and Food Services			38.7%
Other Services, except Public Administration			1.1%
Leakage			15.7%

**Table 4. Current and Historical Impacts of Tourism in Santa Rosa County**

Oct. 2011 through September 2012	Impact Type	Employment	Labor Income	Total Value Added	Output
	Direct Effect	1,144	\$30,415,172	\$50,409,164	\$79,878,498
	Indirect Effect	144	\$4,304,258	\$9,160,756	\$15,236,885
	Induced Effect	165	\$4,730,243	\$11,459,851	\$18,089,781
	<b>Total Effect</b>	<b>1,453</b>	<b>\$39,449,673</b>	<b>\$71,029,771</b>	<b>\$113,205,164</b>
Oct. 2010 through September 2011	Impact Type	Employment	Labor Income	Total Value Added	Output
	Direct Effect	998	\$26,511,388	\$43,943,541	\$69,637,322
	Indirect Effect	125	\$3,753,223	\$7,987,611	\$13,285,889
	Induced Effect	144	\$4,123,313	\$9,989,456	\$15,768,708
	<b>Total Effect</b>	<b>1,267</b>	<b>\$34,387,924</b>	<b>\$61,920,607</b>	<b>\$98,691,919</b>
Oct. 2009 through September 2010	Impact Type	Employment	Labor Income	Total Value Added	Output
	Direct Effect	739	\$19,635,670	\$32,543,551	\$51,568,600
	Indirect Effect	93	\$2,778,777	\$5,914,074	\$9,836,750
	Induced Effect	107	\$3,053,788	\$7,398,342	\$11,678,546
	<b>Total Effect</b>	<b>938</b>	<b>\$25,468,236</b>	<b>\$45,855,968</b>	<b>\$73,083,896</b>

million in labor income. By the 2010 period, this figure rose to 1,267 jobs and \$98.7 million in total sales. In the most recent period for which data are available, models indicate that tourism generated 1,453 jobs and just over \$113 million in total sales in Santa Rosa County. This accounted for over \$71 million of Santa Rosa's GDP, which measures the total value of all goods and services produced in the region. In the 2011 period, we estimate that tourism generated nearly \$40 million in Labor Income in Santa Rosa County.

Data indicate that over the 2009 to 2012 period, Santa Rosa County gained a net 1,854 jobs with total employment (including government) rising from 48,012 to 49,868. Over that same period, the tourism industry impact grew from 938 jobs to an estimated 1,453 jobs - a net gain of 515. Tourism thus accounted for roughly 28% of total net job gain in the county over the three-year period (we note that the job gains are based on year over year December jobs totals, while our impacts are essentially year over year September totals). Thus, the two figures are only approximately comparable.

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**Table 5. Impacts of Visitor Spending on Employment and Labor Income by Industry Type**

Industry Type	Total Employment	Total Labor Income	Total Value Added	Total Output
Transportation	449	\$17,615,395	\$22,251,478	\$27,073,846
Hotels and Motels	292	\$6,626,228	\$15,819,887	\$29,775,115
Food Services	234	\$3,877,761	\$6,624,977	\$12,974,256
Entertainment	156	\$1,989,741	\$5,379,627	\$9,567,414
Retail Stores	58	\$1,087,981	\$1,662,521	\$3,035,619
Real Estate Establishments	30	\$192,314	\$3,568,904	\$4,156,812
Services to Buildings	24	\$411,388	\$585,462	\$1,285,132
Offices of Health Practitioners	10	\$597,158	\$620,823	\$1,063,339
General Merchandise	9	\$240,257	\$370,930	\$471,227
Employment Services	9	\$168,517	\$186,410	\$243,614

The data in Table 5 break the impacts for the 2011—2012 period down by specific job categories. So, for example, the 292 jobs generated in in hotels and motels industry produced \$29.8 million in sales and generated \$3.9 million in labor income, adding nearly \$16 million to the county’s Gross Regional Product.

## Tourism and the Future

The economic impact of tourism on the Santa Rosa County Economy is substantial but is less than other major counties in Northwest Florida, including Escambia, Okaloosa and Walton Counties. In this section of the report, we highlight some of the key strengths and weaknesses of Santa Rosa’s tourism economy and also include a discussion of potential untapped markets for the region.

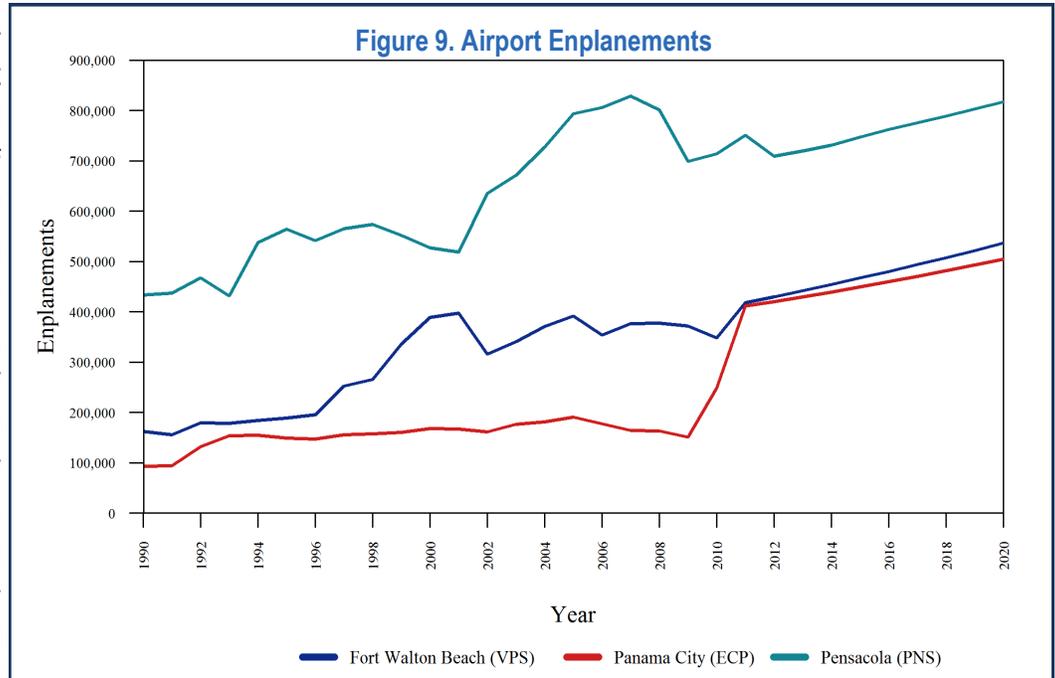
As Visit Florida notes, the Northwest Florida region is primarily a drive-to destination. Indeed, their latest edition on tourism and the Northwest Florida economy noted that an estimated 90% of visitors to the region drive. The old adage that our tourists live “within a tank of gas” of Northwest Florida therefore still holds true. The fly-in market remains, both for Santa Rosa and the broader Northwest Florida region, an as yet untapped market. Given the region’s airport infrastructure, this is somewhat surprising.

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Figure 9 displays the number of enplanements at each of the commercial airports in the vicinity of Santa Rosa County. By far, the largest airport in the area is Pensacola International Airport (PNS), which had approximately 700,000 enplanements in 2011 and has seen steady growth over past decades. Future projections show a steady rise in the number of enplanements expected over the next several



years. Northwest Florida Regional Airport (VPS) is located in Fort Walton Beach, Florida and provides convenient access to area beaches and tourist areas, including those in Santa Rosa County.

In 2011, VPS had approximately 400,000 enplanements and is expected to show a steady increase in enplanements over the years to come. The furthest commercial airport included in the report is the Northwest Florida Beaches International Airport (ECP) in Panama City. On May 23, 2010, the new ECP opened for commercial flights and, during its first year of commercial operation, ECP had approximately 400,000 enplanements. Currently, ECP services Delta and Southwest carriers; however, as more carriers join the airport, increased growth is expected.

In addition to easy airport access, Santa Rosa County's Beaches are easily accessible via Interstate 10 (I-10) along two major North to South connecting routes: County Road 281 and Highway 87. It is approximately a 35 mile drive from I-10 to Navarre Beach. The accessibility of Santa Rosa County Beaches from I-10 is generally on par with other destinations in the Northwest Florida area. Of the other significant tourist regions in the area, Pensacola Beach, Florida is about 15 miles from I-10, Gulf Shores, Alabama is 30 miles, Destin, Florida is 33 miles, and Miramar Beach, Florida is about 34 miles.

## Conclusion

The economic impact of tourism on the Santa Rosa economy in the 2011-2012 period was substantial. Tourism generated over 1,400 jobs in Santa

Rosa County and over \$113 million in total sales (direct, indirect and induced). This represents a substantial portion of the county's total taxable sales. On the comparative side, it is clear that if Santa Rosa County grows the tourism market it will need to develop additional hotels along the coast. In this regard, the county is not as competitive as others along the Emerald Coast. Although there are a substantial number of condos in the market, the availability of Gulf-front hotels in Santa Rosa is somewhat limited.

Moreover, the Navarre beach does not promote to various age groups in as competitive a manner as does Pensacola Beach. For example, Pensacola Beach seems to be attracting increasing amounts of younger people with events such as DeLuna Fest and well-known nightlife venues, which Navarre Beach lacks. However, if the county is promoting a more quiet and residential lifestyle for the beach community, then the community is on the correct path. In this case, models such as those established in Seaside might offer ideas for increasing revenues and traffic in a coastal economy.

It is clear that 2012, in the wake of the oil spill, has been a banner year. This is true not only for Santa Rosa County, but for other beach communities in the region. This stems largely from BP's substantial investments in advertising to promote the recover in the wake of the spill. However, like all stimuli, the impacts of these advertising dollars will fade over time if the advertising campaigns are not sustained at the current pace. A comprehensive (and cohesive) marketing plan is critical to sustained revenue growth.

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### CONCLUSION

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## Appendix A. Regions by Zip Code

### Gulf Breeze

City	Zip Code
Gulf Breeze	32561
Gulf Breeze	32562
Gulf Breeze	32563

### North Santa Rosa

City	Zip Code
Bagdad	32530
Jay	32565
Milton	32570
Milton	32571
Milton	32572
Milton	32583

### South Santa Rosa

City	Zip Code
Navarre & Navarre Beach	32566

## Appendix B. Industry Concentration and Growth

### Santa Rosa County

Description	2012 Jobs	2017 Jobs	Growth	% Growth	2012 EPW
Agriculture, natural resources, and mining	2,571	3,287	716	28%	\$23,421
Construction	3,275	3,163	(112)	(3%)	\$35,154
Education and health services	5,095	5,902	807	16%	\$41,399
Financial activities	5,614	6,940	1,326	24%	\$20,152
Government	7,599	8,103	504	7%	\$57,331
Information	1,233	1,455	222	18%	\$40,671
Leisure and hospitality	5,459	6,212	753	14%	\$15,321
Manufacturing	769	821	52	7%	\$43,890
Other services	3,594	3,900	306	9%	\$18,509
Professional and business services	7,086	8,057	971	14%	\$38,314
Trade, transportation, and utilities	8,250	9,190	940	11%	\$29,284
<b>Total</b>	<b>50,544</b>	<b>57,032</b>	<b>6,488</b>	<b>13%</b>	<b>\$33,281</b>

Source: EMSI Complete Employment - 2012.3

### North Santa Rosa

Description	2012 Jobs	2017 Jobs	Growth	% Growth	2012 EPW
Agriculture, natural resources, and mining	2,476	3,182	706	29%	\$23,381
Construction	1,792	1,759	(33)	(2%)	\$35,435
Education and health services	2,695	3,099	404	15%	\$41,171
Financial activities	2,627	3,262	635	24%	\$20,781
Government	6,352	6,847	495	8%	\$54,839
Information	309	364	55	18%	\$36,001
Leisure and hospitality	2,661	3,058	397	15%	\$15,009
Manufacturing	483	509	26	5%	\$43,115
Other services	1,825	2,004	179	10%	\$19,109
Professional and business services	3,282	3,694	412	13%	\$34,874
Trade, transportation, and utilities	4,598	5,084	486	11%	\$31,974
<b>Total</b>	<b>29,099</b>	<b>32,862</b>	<b>3,763</b>	<b>13%</b>	<b>\$34,485</b>

Source: EMSI Complete Employment - 2012.3

#### APPENDIX B

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South Santa Rosa

Description	2012 Jobs	2017 Jobs	Growth	% Growth	2012 EPW
Agriculture, natural resources, and mining	38	42	4	11%	\$26,357
Construction	596	556	(40)	(7%)	\$31,211
Education and health services	592	731	139	23%	\$38,161
Financial activities	986	1,180	194	20%	\$16,312
Government	427	422	(5)	(1%)	\$74,303
Information	14	21	7	50%	\$20,822
Leisure and hospitality	734	843	109	15%	\$15,709
Manufacturing	98	109	11	11%	\$38,704
Other services	651	711	60	9%	\$18,463
Professional and business services	1,112	1,226	114	10%	\$53,754
Trade, transportation, and utilities	1,278	1,441	163	13%	\$26,382
<b>Total</b>	<b>6,526</b>	<b>7,282</b>	<b>756</b>	<b>12%</b>	<b>\$32,352</b>

Source: EMSI Complete Employment - 2012.3

Gulf Breeze

Description	2012 Jobs	2017 Jobs	Growth	% Growth	2012 EPW
Agriculture, natural resources, and mining	53	59	6	11%	\$27,647
Construction	971	952	(19)	(2%)	\$36,396
Education and health services	1,820	2,057	237	13%	\$44,492
Financial activities	1,780	2,103	323	18%	\$24,705
Government	799	811	12	2%	\$68,292
Information	784	991	207	26%	\$44,451
Leisure and hospitality	2,053	2,274	221	11%	\$16,188
Manufacturing	163	182	19	12%	\$59,901
Other services	1,115	1,174	59	5%	\$18,100
Professional and business services	2,643	2,993	350	13%	\$37,862
Trade, transportation, and utilities	2,333	2,592	259	11%	\$26,350
<b>Total</b>	<b>14,513</b>	<b>16,188</b>	<b>1,675</b>	<b>12%</b>	<b>\$32,789</b>

Source: EMSI Complete Employment - 2012.3

## Appendix C. Taxable Sales Definitions

**Autos & Accessories.** The category of “automobiles and accessories” taxable sales includes the sale of new and used cars, repair shops, auto supply stores, and taxable sales at gasoline stations.

**Consumer Durables.** The category of “consumer durables” taxable sales includes the sale of appliances, furniture, home electronics, aircraft, boat dealers, hardware, and decorating stores.

**Tourism & Recreation.** The category of “tourism and recreation” taxable sales includes hotels and motels, bar and restaurant sales, liquor stores, photo and art stores, gift shops, admissions, sporting goods, rentals, and jewelry stores.

**Consumer Nondurables.** The category of “consumer nondurables” taxable sales includes food and convenience stores, department and clothing stores, drug stores, antique dealers, bookstores, florists, pet dealers and suppliers, social organizations, storage, communications firms, print shops, nurseries, vending machines, utilities, and any “kind” that doesn’t fit into the other categories.

**Retail Index.** The “index of retail activity” is designed to provide a measure of retail activity for the various Metropolitan Statistical Areas (MSA) and allow comparisons with other MSAs over time. The index is constructed in order to smooth the volatility in the taxable sales data and thereby allow comparisons of one MSA to others on a monthly basis. The index is constructed by aggregating the categories of autos and accessories, other durables, tourism and recreation, and consumer nondurables. This grouping represents the bulk of non-investment spending and is analogous to personal consumption. The sum of these four categories is seasonally adjusted and a four month moving average is taken.