

Economic Impacts of the Closure of the **Canton Paper Mill** in the Western North Carolina Region

For the-



Conducted by



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Situation

In March of 2023, Pactiv Evergreen Inc. announced the closure of its Canton Paper Mill in Haywood County, North Carolina. According to the announcement, the permanent closure would result in the loss of 900 jobs at the mill beginning around June 9, 2023.¹



The mill, having begun operations in 1908, sits on 185 acres within the Town of Canton. Primary operations at the mill are manufacturing paper from pulp, which also includes the conversion of the paper made there.

Explanation of the Analysis

Purpose

The purpose of the analysis is to gain a greater understanding of how the Mill’s closing will affect the eighteen-county Western North Carolina economy. The results should provide residents and policy-makers an unbiased and quantifiable account of what to expect as the Mill’s operations come to an end. Using industry-accepted methods, the analysis first objectively quantifies and tracks local spending that originates from the Mill’s activities; and then follows that spending as it moves through the local economy. Removing those spending flows and identifying what is lost or at-risk of being lost provides the basis of the results. The final outcomes are presented as negatives, indicating the expected reductions in demand due to the Mill’s closing.

¹ Pactiv Evergreen Inc. operates a separate plant in the Town of Waynesville, also in Haywood County. At this time its future operations are undecided. The Waynesville plant is not included in this analysis.

Key Terms

Throughout the analysis there are several repeated terms which are important to understand:

- **Mill** Referencing the initial closing of the Canton Paper Mill's operation, including the layoff of 900 workers. In economic modeling this is referred to as the *direct* impact.
- **Local Suppliers** Western North Carolina region businesses that supply the Mill with the goods and services needed for the Mill to operate. In economic modeling this is referred to as *indirect* impacts.
- **Local Household Spending** The spending by Western North Carolina region workers and business owners employed by the Mill or by local suppliers in the region. In economic modeling this is referred to as *induced* impacts.
- **Lost** The confirmed final impacts from the Mill's closure.
- **At-Risk** Western North Carolina region businesses and workers that will experience reductions in demand for their goods and services on account of the Mill's closure. For some this may lead to closings or layoffs, while others may be able to redirect their offerings or adapt to the change in other ways.

Limitations

All results should be treated as estimates, as there is no proven way to completely capture the complexities of a dynamic economy. In reality, jobs, businesses, products and policies are constantly changing. The analysis *freezes* the Western North Carolina region economy at a point in time and then carefully measures the expected interactions between local participants but recognizes that over time these relationships change and adapt.

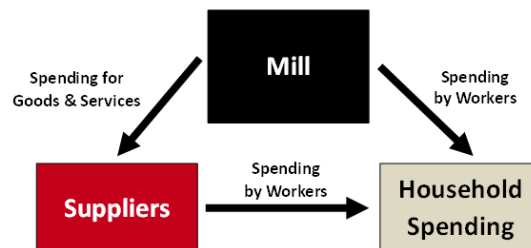
The analysis examines only the impact of the Mill's closure. The Mill's multi-generational presence in Canton includes deep integration throughout the local economy beyond the Mill's primary operation. The future of the shared wastewater treatment system, the Waynesville plant, and ownership of multiple outlying properties are a few of the peripheral entanglements not included in the analysis.

Economic impact analyses use *spending* as the primary factor to capture the effects of an economic change in activity. Spending presents a quantifiable variable from which an analyst can reliably model and track where and how dollars will flow in a particular situation. While spending is an important element, it fails to capture broader social and cultural impacts. The analysis does not address the Mill closing’s deeper social and cultural impacts on the community nor the personal impacts on its workers and their families.

Methodology

To measure economic impacts the IMPLAN[®] economic modeling system² was employed. IMPLAN[®] is an input-output model that is comprised of software and regional data sets. IMPLAN[®] is an acronym for IMPact analysis for PLANning. The IMPLAN[®] model was originally developed by the USDA Forest Service in cooperation with the Federal Emergency Management Agency (FEMA) and the USDI Bureau of Land Management to assist in resource management and planning. Currently the model is used by hundreds of public, private, and academic organizations.

The overriding objective of the model is to measure the full economic impact to a local economy as the result of a specific economic activity. The model is built upon a matrix detailing the input-output relationships among industries and consumers. The primary matrix structure is derived from the National Bureau of Economic Analysis’s Benchmark Input-Output Model. The national model was realigned to match the Western North Carolina region economy. Output ratios and imports for over 546 industrial sectors in the area are assigned. Purchase coefficients are derived to measure the percentage of intermediate and final demands that are satisfied from local production and the percentage that are imported from outside the area. Consumer expenditure patterns, price deflators, industry employment levels, household income groups and the area population are also factored in for the local economy. Supplier information from an online survey, hosted by the Haywood County Chamber of Commerce, was used to confirm and augment details on specific suppliers and their offerings to the Mill.



² IMPLAN Group, Inc., 16905 Northcross Drive, Suite 120 Huntersville, NC 28078

Key Findings

Employment Impacts

- The Mill's closure, resulting in the direct loss of 900 jobs, will impact another 1,622 jobs in the Western North Carolina region. A total of 2,522 jobs in the region will be lost or at-risk of being lost.
- For every job lost at the Mill, another 1.8 jobs in the region will be put at-risk.
- Of the impacted jobs, 1,055 will be from regional suppliers which provide goods and services directly to the Mill. Another 566 regional jobs will be impacted due to the expected reduction in spending by local households from workers at the Mill and its suppliers.
- Among Western North Carolina counties, Haywood County is expected to suffer the bulk of worker impacts from the Mill's closing. In total, Haywood County has 1,883 jobs lost or at risk: nearly 75 percent of the total impacted jobs.
- Buncombe County is the second most impacted Western North Carolina county with an expected impact of 193 jobs being put at-risk. Rutherford follows closely as the third most impacted regional county with 158 jobs at-risk.
- Among jobs put at-risk in the Western North Carolina Region, the *Forestry & Sawmills* industrial grouping is expected to suffer the deepest impacts, totaling 325 jobs. *Forestry & Sawmills* is the most impacted industry in eleven of Western North Carolina's eighteen counties.

Labor Income Impacts

- The Mill's closure will cause a direct loss of \$87.2 million of labor income and put at-risk another \$78 million from affected industries, resulting in a total of \$165.2 million of labor income in jeopardy in the Western North Carolina region.
- Impacts to local suppliers results in \$54.4 million of labor income placed at-risk, while reduced household spending places another \$23.6 million at-risk.
- Every dollar of labor income lost with the Mill's closing places another \$0.90 worth of income at-risk in the Western North Carolina region.

Output Impacts

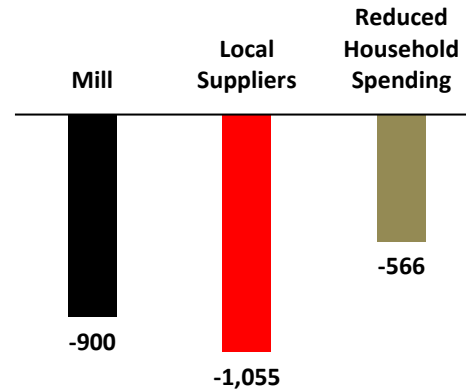
- The Mill's closure will cause a direct loss of \$615.8 million in output and put at-risk another \$317.4 million of output from affected industries, resulting in a total of \$933.2 million of output in jeopardy in the Western North Carolina region.
- Local suppliers will see \$237 million in output at-risk, while local household spending may experience a decline of \$80.5 million.
- Every dollar of output lost with the Mill's closing places another \$0.52 worth of output at-risk in the Western North Carolina region.

Tax Impacts

- Of the grand total of \$58 million of tax revenues placed at-risk in the Western North Carolina region on account of the Mill's closing:
 - County tax collections account for \$7 million or 12.2 percent of the total
 - State tax collections for \$13.3 million or 23 percent and
 - Federal tax collections for \$37.6 million or the remaining 65%.

Employment Impacts

The Mill’s closure, resulting in the direct loss of 900 jobs, will impact another 1,622 jobs in the Western North Carolina region. A total of 2,522 jobs in the region will be lost or at-risk of being lost. For every job lost at the Mill, another 1.8 jobs in the region will be put at-risk. Of the impacted jobs, 1,055 will be from regional suppliers which provide goods and services directly to the Mill. Another 566 regional jobs will be impacted due to the expected reduction in spending by local households from workers at the Mill and its suppliers.



Among WNC counties, Haywood County is expected to suffer the bulk of worker impacts from the Mill’s closing. Beyond losses at the Mill, local suppliers are expected to experience reductions in demand for their services and products which will put 606 jobs at-risk. Finally, the resulting reduced household spending from Mill and supplier workers will place another 377 at-risk. In total, Haywood County has 1,883 jobs lost or at risk: nearly 75 percent of the total impacted jobs.

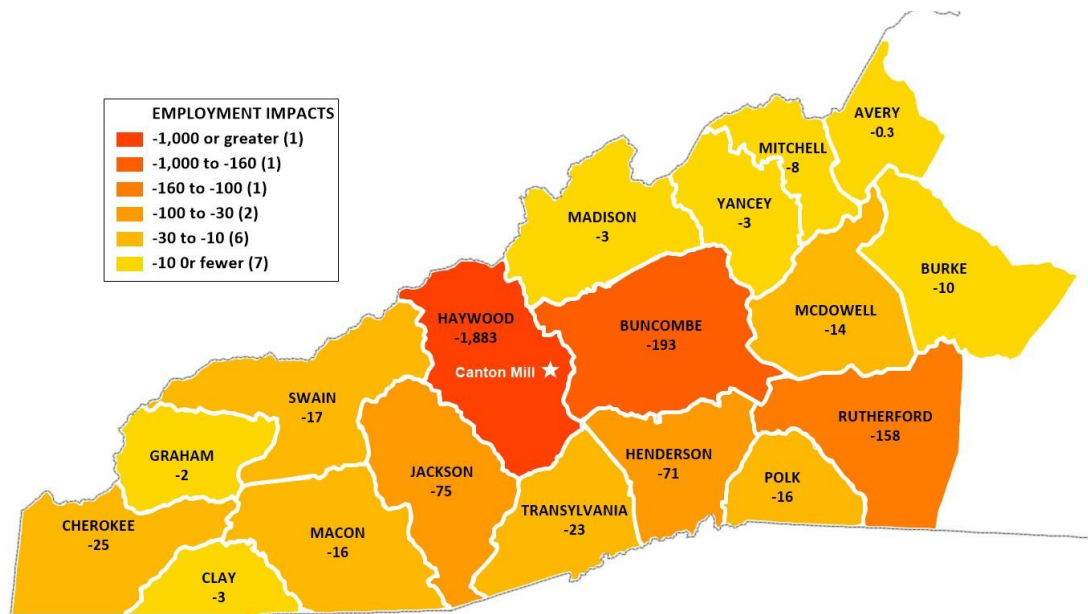
Jobs Lost or At-Risk in the Western North Carolina Region by County

Haywood County is home to nearly 75% of jobs lost or at-risk.

County	Jobs Lost or At-Risk	Percent of Total
Haywood	1,883	74.7%
Buncombe	193	7.7%
Rutherford	158	6.3%
Jackson	75	3.0%
Henderson	71	2.8%
Cherokee	25	1.0%
Transylvania	23	0.9%
Swain	17	0.7%
Macon	16	0.6%
Polk	16	0.6%
McDowell	14	0.6%
Burke	10	0.4%
Mitchell	8	0.3%
Madison	3	0.1%
Clay	3	0.1%
Yancey	3	0.1%
Graham	2	0.1%
Avery	0.3	0.01%

Buncombe is the second most impacted WNC county with an expected impact of 193 jobs being put at-risk. Rutherford follows closely as the third most impacted WNC county with 158 jobs at-risk. Five WNC counties have minimal expected job impacts, with less than ten jobs being put at-risk (see table next page for details).

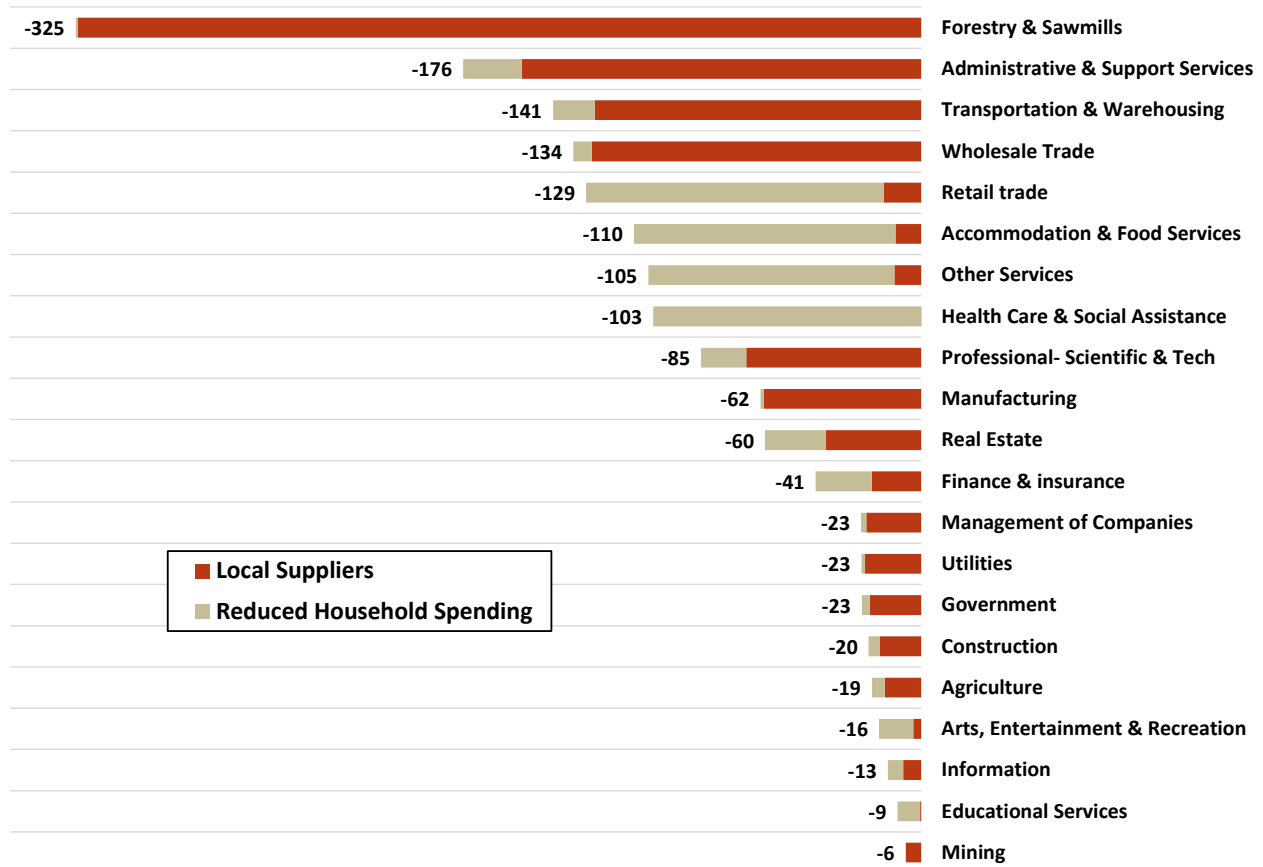
Jobs Lost or At-Risk in the Western North Carolina Region by County



County	Mill Closing	Local Suppliers	Reduced Household Spending	Total Jobs Lost or At-Risk
Haywood	-900	-606.1	-377.4	-1,883.5
Buncombe		-86.2	-106.9	-193.1
Rutherford		-138.2	-19.8	-158.0
Jackson		-54.6	-20.0	-74.6
Henderson		-56.4	-14.8	-71.2
Cherokee		-21.8	-3.5	-25.4
Transylvania		-17.9	-5.3	-23.1
Swain		-14.56	-2.87	-17.43
Macon		-13.00	-2.96	-15.96
Polk		-13.38	-2.46	-15.84
McDowell		-11.48	-2.75	-14.23
Burke		-6.54	-3.48	-10.01
Mitchell		-7.88	-0.43	-8.31
Madison		-2.03	-1.44	-3.47
Clay		-1.44	-1.13	-2.58
Yancey		-2.12	-0.45	-2.57
Graham		-1.66	-0.29	-1.95
Avery		-0.15	-0.16	-0.30

Impacts by Industry

Total Jobs At-Risk in the Western North Carolina Region by Industry



Jobs at-risk include impacts on local suppliers and those due to an expected decrease in local household spending from workers.

Among jobs put at-risk in the Western North Carolina Region, the *Forestry & Sawmills* industrial grouping is expected to suffer the deepest impacts, totaling 325 jobs. The *Forestry & Sawmills* sector is of particular interest due to its historic role in the Mill’s location and significance as a primary production input. The sector includes *commercial logging, support for forestry, timber tract production, and sawmills*. Traditionally, *sawmills* fall into the *Manufacturing* industrial classification, but due to their close relationship with *forestry* activities and position with Mill operations they were included in the group.

Haywood County has the most impacted jobs in *Forestry & Sawmills* at 140 or 43 percent of the total. Rutherford County is the second most impacted with an expected 101 positions placed at-risk. *Forestry & Sawmills* is the most impacted industry in eleven of Western North Carolina's eighteen counties.

With an expected 176 jobs placed at-risk, the *Administrative & Support Services* industry is a broad group of local businesses which supply services to buildings and facilities, including office support, maintenance, waste-management, grounds, and security services. The industry is the most impacted in Buncombe County.

The third most impacted industry, with 141 jobs put at-risk, is *Transportation & Warehousing*, primarily impacted by expected losses in demand for trucking and rail transportation operations.

The *Wholesale Trade* industry with 134 jobs at-risk, are businesses which support the Mill operations with machinery, equipment, supplies, and other durable goods.

Several significantly impacted industries have little or no direct link to the Mill but are expected to suffer from the loss of local household spending from workers at the Mill and affected suppliers. These include *Retail Trade*, with 129 jobs at-risk and *Accommodations & Food Services* with 110 positions at-risk. The *Other Personal Services* industry, with 105 jobs at-risk, includes household goods repair & maintenance, dry-cleaning & laundry services, religious & church groups, and barber & beauty shops (see table next page for details).

Total Jobs At-Risk in the Western North Carolina Region by Industry

Industry	Mill	Local Suppliers	Reduced Household Spending	Total
Manufacturing	-900	-60	-1	-962
Forestry & Sawmills		-324	-1	-325
Administrative & Support Services		-153	-23	-176
Transportation & Warehousing		-125	-16	-141
Wholesale Trade		-127	-7	-134
Retail trade		-14	-114	-129
Accommodation & Food Services		-10	-101	-110
Other Services		-10	-95	-105
Health Care & Social Assistance		0	-103	-103
Professional- Scientific & Tech		-67	-17	-85
Real Estate		-37	-23	-60
Finance & insurance		-19	-22	-41
Management of Companies		-21	-2	-23
Utilities		-22	-1	-23
Government		-20	-3	-23
Construction		-16	-4	-20
Agriculture		-14	-5	-19
Arts, Entertainment & Recreation		-3	-13	-16
Information		-7	-6	-13
Educational Services		0	-9	-9
Mining		-6	0	-6
Total	-900	-1,055	-566	-2,522

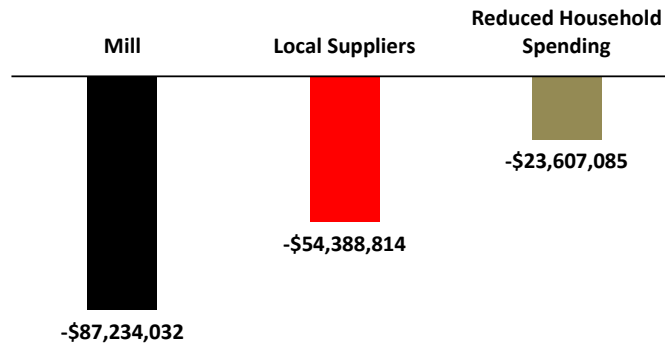
Labor Income Impacts

Labor Income is the total of Employee Compensation (wages, salaries, and benefits) and Proprietor Income.

The Mill's closure will cause a direct loss of \$87.2 million of labor income and put at-risk another \$78 million from affected industries, resulting in a total of \$165.2 million of labor income in jeopardy in the region. Impacts to local suppliers results in \$54.4 million of labor income placed at-risk, while reduced household spending places another \$23.6 million at-risk (see table next page for details).

Every dollar of labor income lost with the Mill's closing places another \$0.90 worth of income at-risk in the Western North Carolina region.

Haywood County accounts for \$134.2 million of impacted labor income; 81.2 percent of the total impacts in Western North Carolina. Buncombe County's labor income is the second most impacted; \$10.1 million at-risk or 6.1 percent of the total.



Lost & At-Risk Labor Income in the Western North Carolina Region

County	Total	Percent of Total
Haywood	-\$134,189,068	81.2%
Buncombe	-\$10,123,452	6.1%
Rutherford	-\$7,222,892	4.4%
Jackson	-\$3,709,725	2.2%
Henderson	-\$3,420,713	2.1%
Cherokee	-\$1,224,056	0.7%
Swain	-\$1,115,877	0.7%
Transylvania	-\$969,526	0.6%
Polk	-\$800,060	0.5%
McDowell	-\$744,616	0.5%
Macon	-\$669,158	0.4%
Burke	-\$447,811	0.3%
Mitchell	-\$223,138	0.1%
Madison	-\$149,962	0.1%
Yancey	-\$94,849	0.1%
Graham	-\$73,573	0.04%
Clay	-\$42,225	0.03%
Avery	-\$9,230	0.01%
Total	-\$165,229,931	100%

Lost Labor Income & Labor Income At-Risk in the Western North Carolina Region by County

Counties outside of Haywood account for 19% of impacted income.

County	Mill	Local Suppliers	Reduced Household Spending	Total	Percent of Total
Haywood	-\$87,234,032	-\$32,172,109	-\$14,782,927	-\$134,189,068	81.2%
Buncombe		-\$4,592,124	-\$5,531,328	-\$10,123,452	6.1%
Rutherford		-\$6,463,381	-\$759,511	-\$7,222,892	4.4%
Jackson		-\$2,832,293	-\$877,432	-\$3,709,725	2.2%
Henderson		-\$2,742,566	-\$678,146	-\$3,420,713	2.1%
Cherokee		-\$1,099,457	-\$124,599	-\$1,224,056	0.7%
Swain		-\$1,012,058	-\$103,819	-\$1,115,877	0.7%
Transylvania		-\$768,831	-\$200,696	-\$969,526	0.6%
Polk		-\$716,102	-\$83,958	-\$800,060	0.5%
McDowell		-\$645,626	-\$98,991	-\$744,616	0.5%
Macon		-\$554,008	-\$115,151	-\$669,158	0.4%
Burke		-\$300,337	-\$147,474	-\$447,811	0.3%
Mitchell		-\$206,430	-\$16,708	-\$223,138	0.1%
Madison		-\$101,954	-\$48,008	-\$149,962	0.1%
Yancey		-\$80,539	-\$14,310	-\$94,849	0.1%
Graham		-\$64,976	-\$8,597	-\$73,573	0.04%
Clay		-\$32,389	-\$9,836	-\$42,225	0.03%
Avery		-\$3,635	-\$5,595	-\$9,230	0.01%
Total	-\$87,234,032	-\$54,388,814	-\$23,607,085	-\$165,229,931	100%

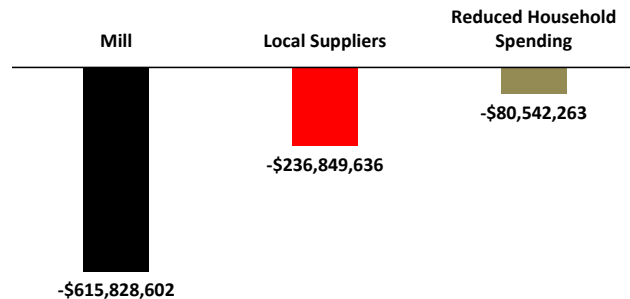
Output Impacts

Output equals the value of Industry production, which is equivalent to sales plus any change in net inventory. In simpler terms, output is the dollar value of what is produced.

The Mill’s closure will cause a direct loss of \$615.8 million in output and put at-risk another \$317.4 million of output from affected industries, resulting in a total of \$933.2 million of output in jeopardy in the Western North Carolina region. Local suppliers will see \$237 million in output at-risk, while local household spending may experience a decline of \$80.5 million (see table next page for details).

Every dollar of output lost with the Mill’s closing places another \$0.52 worth of output at-risk in the Western North Carolina region.

Haywood County accounts for \$803.6 million of impacted output; 86.1 percent of the total impacts in Western North Carolina. Rutherford County’s output is the second most impacted; \$38.7 million at-risk or 4.2 percent of the total.



Lost & At-Risk Output in the Western North Carolina Region

County	Total	Percent of Total
Haywood	-\$803,651,030	86.1%
Rutherford	-\$38,768,445	4.2%
Buncombe	-\$31,705,344	3.4%
Jackson	-\$17,074,998	1.8%
Henderson	-\$10,343,219	1.1%
Cherokee	-\$7,038,519	0.8%
Transylvania	-\$5,062,777	0.5%
Swain	-\$4,382,071	0.5%
McDowell	-\$3,906,847	0.4%
Macon	-\$3,644,168	0.4%
Mitchell	-\$2,105,814	0.2%
Burke	-\$1,959,047	0.2%
Polk	-\$1,708,926	0.2%
Madison	-\$727,984	0.1%
Yancey	-\$441,484	0.05%
Graham	-\$395,229	0.04%
Clay	-\$256,055	0.03%
Avery	-\$48,542	0.01%
Total	-\$933,220,501	100.0%

Lost Output at the Mill & At-Risk in the Western North Carolina Region

In total \$933.2 million of output will be put in jeopardy.

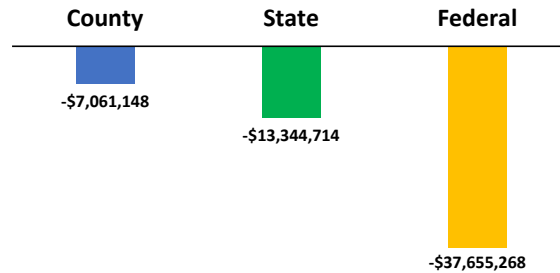
County	Mill	Local Suppliers	Reduced Household Spending	Total	Percent of Total
Haywood	-\$615,828,602	-\$136,302,521	-\$51,519,907	-\$803,651,030	86.1%
Rutherford		-\$35,905,446	-\$2,862,999	-\$38,768,445	4.2%
Buncombe		-\$14,564,019	-\$17,141,325	-\$31,705,344	3.4%
Jackson		-\$14,081,169	-\$2,993,829	-\$17,074,998	1.8%
Henderson		-\$8,047,837	-\$2,295,382	-\$10,343,219	1.1%
Cherokee		-\$6,559,216	-\$479,304	-\$7,038,519	0.8%
Transylvania		-\$4,316,253	-\$746,523	-\$5,062,777	0.5%
Swain		-\$3,977,326	-\$404,745	-\$4,382,071	0.5%
McDowell		-\$3,508,497	-\$398,350	-\$3,906,847	0.4%
Macon		-\$3,224,452	-\$419,716	-\$3,644,168	0.4%
Mitchell		-\$2,043,093	-\$62,721	-\$2,105,814	0.2%
Burke		-\$1,474,389	-\$484,658	-\$1,959,047	0.2%
Polk		-\$1,355,257	-\$353,669	-\$1,708,926	0.2%
Madison		-\$523,751	-\$204,233	-\$727,984	0.1%
Yancey		-\$376,607	-\$64,877	-\$441,484	0.05%
Graham		-\$350,774	-\$44,455	-\$395,229	0.04%
Clay		-\$212,038	-\$44,017	-\$256,055	0.03%
Avery		-\$26,989	-\$21,553	-\$48,542	0.01%
Total	-\$615,828,602	-\$236,849,636	-\$80,542,263	-\$933,220,501	100.0%

Tax Impacts

An important consideration should be made when viewing these results. **The tax impact results present the improbable, worst-case scenario of the complete absence of a tax-paying entity at the Mill’s location.** While these results reflect a total loss of property tax revenues, the site’s land and building values will instead likely decline over time, while property taxes will still be collected, just at lower values unknown today.

Of the grand total of \$58 million of tax revenues placed at-risk in the Western North Carolina region on account of the Mill’s closing, County tax collections account for \$7 million or 12.2 percent of the total, the State for \$13.3 million or 23 percent and Federal collections for \$37.6 million or the remaining 65%.

Among major County, State and Federal revenue sources³ the Mill’s closure will place an initial \$28.5 million of tax collections at-risk. Together, the Mill’s initial closing and resulting impacts to local suppliers plus reduced household spending will place a total of \$47.5 million in Haywood County’s tax collections at-risk; equating to 81.8 percent of the total impact in the Western North Carolina region (see table next page for details).



Total Tax Revenues Lost & At-Risk in Western North Carolina

County	Total	Percent
Canton Mill	-\$28,531,824	49.1%
Haywood (outside Mill)	-\$18,961,084	32.7%
Buncombe	-\$3,363,606	5.8%
Rutherford	-\$2,484,758	4.3%
Jackson	-\$1,426,463	2.5%
Henderson	-\$1,168,935	2.0%
Cherokee	-\$410,848	0.7%
Transylvania	-\$320,284	0.6%
McDowell	-\$237,112	0.4%
Polk	-\$232,666	0.4%
Macon	-\$230,848	0.4%
Swain	-\$230,251	0.4%
Mitchell	-\$172,481	0.3%
Burke	-\$145,152	0.2%
Madison	-\$61,279	0.1%
Yancey	-\$34,028	0.1%
Graham	-\$28,412	0.05%
Clay	-\$17,191	0.03%
Avery	-\$3,910	0.01%
Total	-\$58,061,131	100.0%

³ Several minor tax revenue categories, such as excise, custom duties, severance, licenses, and special assessment are not included in the analysis. Additionally, municipalities and special districts are not included.

Tax Revenues Lost & At-Risk in Western North Carolina

County	County	State	Federal
Canton Mill	-\$2,038,789	-\$5,405,768	-\$21,087,267
Haywood (outside Mill)	-\$3,217,347	-\$5,181,826	-\$10,561,911
Buncombe	-\$519,623	-\$1,005,937	-\$1,838,045
Rutherford	-\$285,524	-\$533,415	-\$1,665,819
Jackson	-\$370,949	-\$531,344	-\$524,169
Henderson	-\$225,170	-\$342,404	-\$601,361
Cherokee	-\$32,115	-\$78,877	-\$299,856
Transylvania	-\$46,358	-\$67,945	-\$205,981
McDowell	-\$25,184	-\$56,990	-\$154,939
Polk	-\$37,612	-\$46,413	-\$148,641
Macon	-\$34,230	-\$66,010	-\$130,607
Swain	-\$135,090	\$100,832	-\$195,994
Mitchell	-\$39,809	-\$56,845	-\$75,826
Burke	-\$23,640	-\$37,869	-\$83,643
Madison	-\$13,982	-\$16,571	-\$30,726
Yancey	-\$6,904	-\$6,502	-\$20,622
Graham	-\$4,943	-\$5,986	-\$17,483
Clay	-\$2,875	-\$3,551	-\$10,765
Avery	-\$1,004	-\$1,295	-\$1,612
Total	-\$7,061,148	-\$13,344,714	-\$37,655,268

County Impact Profiles

Following are tables summarizing impacts for each of the eighteen Western North Carolina counties. Each is presented in their rank of employment impacts; highest to lowest.

The profiles reveal the diversity of economic connections among the region's counties and their unique economic specializations. For example, the *Forestry & Sawmills* industry was the top impacted sector in eleven counties, while *Manufacturing* was the top in four, and *Administrative & Support Services*, *Mining* and *Government* were each the top impacted industry in a single county.

Haywood County

Haywood County, home to the Canton Mill, accounts for the majority of impacts; 75 percent of impacted jobs, 81 percent of impacted labor income, 86 percent of impacted output, and 82 percent of total tax impacts. Beyond the direct 900 manufacturing jobs lost at the Mill, the industry with the greatest number of positions placed at-risk is *Forestry & Sawmills* with an expected impact of 140.4 jobs and reduced output of \$24.7 million. *Administrative & Support Services, Transportation & Warehousing, and Wholesale Trade* are each expected to experience impacts of over 100 jobs.

Industry	Mill	Employment			Income	Output
		Local Suppliers	Reduced Household Spending	Total		
Canton Mill	-900			-900	-\$87,234,032	-\$616,560,822
Accommodation & Food Services		0.0	-74.1	-74.1	-\$2,111,587	-\$6,671,356
Administrative & Support Services		-95.0	-11.9	-106.9	-\$3,154,314	-\$10,191,449
Agriculture		-5.9	-4.2	-10.1	-\$77,408	-\$218,698
Arts, Entertainment & Recreation		0.0	-8.2	-8.2	-\$156,761	-\$547,638
Construction		-11.7	-3.0	-14.7	-\$518,557	-\$2,948,474
Educational Services		0.0	-4.4	-4.4	-\$114,387	-\$152,616
Finance & insurance		-12.0	-12.9	-24.9	-\$1,195,371	-\$6,152,653
Forestry & Sawmills		-140.0	-0.3	-140.4	-\$6,823,151	-\$24,752,408
Government		-6.7	-2.0	-8.7	-\$700,648	-\$1,587,012
Health Care & Social Assistance		0.0	-59.7	-59.7	-\$3,414,325	-\$6,370,192
Information		-3.4	-2.8	-6.2	-\$269,050	-\$3,056,131
Management of Companies		-16.6	-1.0	-17.6	-\$669,203	-\$2,669,646
Manufacturing		-31.6	-0.4	-32.4	-\$3,497,355	-\$16,517,411
Mining		-0.4	0.0	-0.5	\$113	-\$199,771
Other Services		0.0	-76.1	-76.1	-\$3,396,858	-\$6,463,325
Professional- Scientific & Tech		-37.4	-9.2	-46.6	-\$2,448,696	-\$6,151,892
Real Estate		-20.1	-14.5	-34.6	-\$959,796	-\$15,893,929
Retail trade		-11.1	-78.0	-89.1	-\$3,309,259	-\$9,152,815
Transportation & Warehousing		-98.5	-10.3	-108.8	-\$4,257,722	-\$17,326,016
Utilities		-14.4	-0.8	-15.2	-\$2,064,037	-\$20,143,258
Wholesale Trade		-101.3	-3.6	-104.9	-\$7,818,214	-\$29,931,596
Total	-900	-606.1	-377.4	-1,883.5	-\$134,189,068	\$803,651,031

Tax Impacts	County	State	Federal
Canton Mill	-\$2,038,789	-\$5,405,768	-\$21,087,267
Haywood (outside Mill)	-\$3,217,347	-\$5,181,826	-\$10,561,911

Buncombe County

Buncombe is the second most impacted county with 193.1 jobs put at-risk. Buncombe is the only county with impacts from *Reduced Household Spending* (-106.9 jobs or 55%) outpacing impacts from *Local Suppliers* (-86.2 jobs or 45%). This is due to the expected reduction in demand for services from workers at the Mill and workers at impacted local suppliers, as seen in *Health Care & Social Assistance* (-25.1 jobs) and *Retail Trade* (-20.2 jobs). Overall, the most impacted industry is *Administrative & Support Services* (-28.5 jobs).

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-4.0	-13.9	-17.9	-\$619,881	-\$1,674,069
Administrative & Support Services	-21.6	-6.9	-28.5	-\$1,171,788	-\$2,774,541
Agriculture	-0.3	-0.2	-0.5	-\$7,230	-\$18,364
Arts, Entertainment & Recreation	-1.8	-3.0	-4.8	-\$109,846	-\$418,316
Construction	-0.9	-0.7	-1.6	-\$92,578	-\$380,710
Educational Services	-0.3	-2.6	-2.9	-\$146,665	-\$207,862
Finance & insurance	-3.3	-5.2	-8.5	-\$555,202	-\$2,244,508
Forestry & Sawmills	-2.1	0.0	-2.1	-\$95,002	-\$99,192
Government	-1.5	-0.5	-2.0	-\$172,104	-\$262,548
Health Care & Social Assistance	0.0	-25.1	-25.1	-\$1,773,373	-\$3,203,457
Information	-2.1	-2.0	-4.2	-\$357,305	-\$2,113,308
Management of Companies	-2.6	-0.7	-3.3	-\$288,303	-\$678,684
Manufacturing	-0.6	-0.3	-0.9	-\$53,929	-\$290,904
Mining	-0.1	0.0	-0.1	-\$3,320	-\$67,284
Other Services	-3.7	-10.1	-13.8	-\$644,811	-\$1,159,883
Professional- Scientific & Tech	-13.5	-5.2	-18.7	-\$1,172,922	-\$2,654,479
Real Estate	-10.1	-5.5	-15.5	-\$634,895	-\$5,693,309
Retail trade	-1.4	-18.8	-20.2	-\$806,657	-\$2,163,677
Transportation & Warehousing	-12.5	-3.8	-16.3	-\$788,302	-\$1,791,342
Utilities	-1.2	-0.3	-1.6	-\$258,745	-\$2,217,026
Wholesale Trade	-2.5	-2.1	-4.5	-\$370,596	-\$1,591,884
Total	-86.2	-106.9	-193.1	-\$10,123,452	-\$31,705,344

Tax Impacts	County	State	Federal
Buncombe	-\$519,623	-\$1,005,937	-\$1,838,045

Rutherford County

Rutherford County is the third most impacted county in terms of jobs (-158), but the second in output placed at-risk (-\$38.8 million). The *Forestry & Sawmills* industry accounts for the greatest number of jobs put at-risk (-101), impacted labor income (-\$4.7 million), and impacted output (-\$28.6 million).

Industry	Employment			Income	Output
	Local Suppliers	Reduced Household Spending	Total		
Accommodation & Food Services	-1.1	-2.7	-3.8	-\$97,353	-\$319,714
Administrative & Support Services	-6.4	-1.2	-7.7	-\$220,389	-\$666,184
Agriculture	-0.7	-0.1	-0.8	-\$8,763	-\$33,886
Arts, Entertainment & Recreation	-0.4	-0.6	-0.9	-\$14,104	-\$45,232
Construction	-0.4	-0.2	-0.6	-\$30,910	-\$131,357
Educational Services	0.0	-0.5	-0.5	-\$20,801	-\$30,957
Finance & insurance	-0.9	-1.0	-1.9	-\$67,999	-\$417,828
Forestry & Sawmills	-101.0	0.0	-101.0	-\$4,696,108	-\$28,585,341
Government	-0.5	-0.1	-0.7	-\$54,180	-\$93,530
Health Care & Social Assistance	0.0	-3.8	-3.8	-\$200,632	-\$365,830
Information	-0.7	-0.5	-1.2	-\$147,086	-\$494,735
Management of Companies	-0.7	-0.1	-0.8	-\$58,838	-\$152,214
Manufacturing	-0.7	0.0	-0.7	-\$44,203	-\$244,309
Mining	0.0	0.0	0.0	-\$449	-\$13,477
Other Services	-2.5	-2.0	-4.5	-\$177,590	-\$361,076
Professional- Scientific & Tech	-2.2	-0.6	-2.8	-\$129,472	-\$360,504
Real Estate	-1.7	-0.8	-2.5	-\$60,034	-\$955,733
Retail trade	-0.6	-4.7	-5.2	-\$163,899	-\$536,232
Transportation & Warehousing	-5.7	-0.4	-6.1	-\$463,121	-\$1,205,518
Utilities	-0.7	-0.1	-0.8	-\$136,159	-\$1,173,305
Wholesale Trade	-11.4	-0.4	-11.8	-\$430,803	-\$2,581,482
Total	-138.2	-19.8	-158.0	-\$7,222,892	-\$38,768,445

Tax Impacts	County	State	Federal
Rutherford	-\$285,524	-\$533,415	-\$1,665,819

Jackson County

Jackson County is the fourth most impacted county with 74.6 positions put at-risk. Local Suppliers comprise 73 percent of the expected impacts. *Forestry & Sawmills* (-13.8 jobs) is the most impacted industry accounting for 18 percent of all jobs put at-risk. *Administrative & Support Services* and *Professional- Scientific & Tech* each have expected impacts of ten jobs put at-risk.

Industry	Employment			Income	Output
	Local Suppliers	Reduced Household Spending	Total		
Accommodation & Food Services	-3.3	-3.7	-7.0	-\$207,309	-\$566,826
Administrative & Support Services	-9.5	-0.6	-10.2	-\$341,113	-\$939,754
Agriculture	-1.3	-0.1	-1.5	-\$4,392	-\$32,014
Arts, Entertainment & Recreation	-0.3	-0.4	-0.7	-\$23,853	-\$61,240
Construction	-0.4	-0.2	-0.6	-\$23,263	-\$116,969
Educational Services	-0.1	-0.2	-0.3	-\$9,026	-\$15,228
Finance & insurance	-1.3	-0.5	-1.8	-\$78,059	-\$422,593
Forestry & Sawmills	-13.8	0.0	-13.8	-\$799,642	-\$3,599,646
Government	-0.5	-0.1	-0.6	-\$31,374	-\$119,245
Health Care & Social Assistance	0.0	-5.2	-5.2	-\$370,508	-\$705,798
Information	-0.2	-0.1	-0.4	-\$23,493	-\$218,810
Management of Companies	-0.5	-0.1	-0.6	-\$22,542	-\$95,176
Manufacturing	-0.8	0.0	-0.8	-\$63,155	-\$414,616
Mining	-0.1	0.0	-0.1	-\$849	-\$54,537
Other Services	-0.6	-2.0	-2.6	-\$107,248	-\$208,437
Professional- Scientific & Tech	-9.1	-0.9	-10.0	-\$330,745	-\$1,198,467
Real Estate	-2.1	-0.8	-2.9	-\$92,530	-\$1,101,892
Retail trade	-0.3	-4.2	-4.5	-\$152,585	-\$475,342
Transportation & Warehousing	-3.3	-0.4	-3.6	-\$268,063	-\$686,254
Utilities	-4.6	-0.1	-4.6	-\$629,084	-\$5,368,948
Wholesale Trade	-2.4	-0.3	-2.7	-\$130,891	-\$673,206
Total	-54.6	-20.0	-74.6	-\$3,709,725	-\$17,074,998

Tax Impacts	County	State	Federal
Jackson	-\$370,949	-\$531,344	-\$524,169

Henderson County

Henderson County is the fifth most impacted county with 71.2 positions put at-risk. Local Suppliers comprise 79 percent of the expected impacts. *Forestry & Sawmills* (-23.1 jobs) is the most impacted industry accounting for 32 percent of all jobs put at-risk. *Administrative & Support Services* (-16.6 jobs) is the second most impacted industry in the county.

Industry	Employment			Income	Output
	Local Suppliers	Reduced Household Spending	Total		
Accommodation & Food Services	-0.5	-2.1	-2.6	-\$78,454	-\$234,992
Administrative & Support Services	-15.9	-0.8	-16.6	-\$807,383	-\$1,813,337
Agriculture	-0.4	-0.1	-0.4	-\$9,446	-\$25,742
Arts, Entertainment & Recreation	-0.1	-0.4	-0.5	-\$11,461	-\$38,921
Construction	-0.5	-0.1	-0.6	-\$32,411	-\$134,240
Educational Services	0.0	-0.3	-0.3	-\$10,879	-\$13,621
Finance & insurance	-0.3	-0.7	-1.0	-\$43,521	-\$242,473
Forestry & Sawmills	-23.0	0.0	-23.1	-\$822,247	-\$1,593,301
Government	-0.2	-0.1	-0.3	-\$21,347	-\$31,133
Health Care & Social Assistance	0.0	-3.3	-3.3	-\$203,261	-\$350,289
Information	-0.1	-0.2	-0.3	-\$18,799	-\$144,818
Management of Companies	-0.1	0.0	-0.1	-\$4,383	-\$15,105
Manufacturing	-4.7	0.0	-4.8	-\$380,482	-\$1,918,360
Mining	0.0	0.0	0.0	-\$1,456	-\$10,551
Other Services	-1.8	-1.5	-3.3	-\$204,689	-\$356,286
Professional- Scientific & Tech	-1.5	-0.6	-2.1	-\$111,685	-\$280,351
Real Estate	-1.0	-0.8	-1.8	-\$64,660	-\$748,760
Retail trade	-0.3	-3.0	-3.3	-\$126,518	-\$338,668
Transportation & Warehousing	-1.5	-0.4	-2.0	-\$98,099	-\$257,807
Utilities	-0.1	0.0	-0.1	-\$12,597	-\$121,239
Wholesale Trade	-4.5	-0.4	-4.9	-\$356,933	-\$1,673,225
Total	-56.4	-14.8	-71.2	-\$3,420,713	-\$10,343,219

Tax Impacts	County	State	Federal
Henderson	-\$225,170	-\$342,404	-\$601,361

Cherokee County

Cherokee County is the sixth most impacted county with 25.4 positions put at-risk. Local Suppliers comprise 86 percent of the expected impacts. *Forestry & Sawmills* (-17.9 jobs) is the most impacted industry accounting for 70 percent of all jobs put at-risk and 83 percent of output at-risk.

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.2	-0.6	-0.8	-\$20,383	-\$65,899
Administrative & Support Services	-0.7	-0.1	-0.9	-\$19,380	-\$64,253
Agriculture	-0.3	0.0	-0.3	-\$5,533	-\$7,977
Arts, Entertainment & Recreation	0.0	0.0	-0.1	-\$648	-\$3,910
Construction	-0.3	0.0	-0.3	-\$12,567	-\$67,640
Educational Services	0.0	-0.1	-0.1	-\$701	-\$1,491
Finance & insurance	-0.1	-0.1	-0.2	-\$8,742	-\$49,186
Forestry & Sawmills	-17.9	0.0	-17.9	-\$930,030	-\$5,866,759
Government	-0.2	0.0	-0.2	-\$32,248	-\$179,689
Health Care & Social Assistance	0.0	-1.0	-1.0	-\$44,689	-\$101,394
Information	-0.1	0.0	-0.1	-\$3,494	-\$44,682
Management of Companies	0.0	0.0	0.0	-\$858	-\$2,600
Manufacturing	-0.3	0.0	-0.3	-\$1,304	-\$10,522
Mining	0.0	0.0	0.0	-\$74	-\$3,177
Other Services	-0.2	-0.3	-0.6	-\$23,847	-\$48,383
Professional- Scientific & Tech	-0.5	-0.1	-0.6	-\$30,324	-\$88,221
Real Estate	-0.2	-0.1	-0.3	-\$7,554	-\$136,689
Retail trade	-0.1	-0.8	-0.9	-\$28,472	-\$89,511
Transportation & Warehousing	-0.4	0.0	-0.5	-\$30,693	-\$80,482
Utilities	0.0	0.0	0.0	-\$2,629	-\$26,269
Wholesale Trade	-0.3	0.0	-0.3	-\$19,886	-\$99,785
Total	-21.8	-3.5	-25.4	-\$1,224,056	-\$7,038,519

Tax Impacts	County	State	Federal
Cherokee	-\$32,115	-\$78,877	-\$299,856

Transylvania County

Transylvania County is the seventh most impacted county with 23.1 positions put at-risk. Local Suppliers comprise 77 percent of the expected impacts. *Manufacturing* (-12.9 jobs) is the most impacted industry accounting for 56 percent of all jobs put at-risk and 69 percent of output at-risk.

Industry	Employment			Income	Output
	Local Suppliers	Reduced Household Spending	Total		
Accommodation & Food Services	-0.1	-0.7	-0.8	-\$23,446	-\$72,520
Administrative & Support Services	-0.6	-0.2	-0.8	-\$17,829	-\$62,136
Agriculture	-0.2	0.0	-0.2	-\$2,820	-\$7,249
Arts, Entertainment & Recreation	-0.1	-0.3	-0.4	-\$5,308	-\$20,773
Construction	0.0	0.0	-0.1	-\$4,492	-\$20,086
Educational Services	0.0	-0.3	-0.3	-\$10,695	-\$18,223
Finance & insurance	-0.1	-0.2	-0.4	-\$17,294	-\$90,295
Forestry & Sawmills	-0.2	0.0	-0.2	-\$6,973	-\$8,515
Government	-0.1	0.0	-0.1	-\$7,214	-\$10,013
Health Care & Social Assistance	0.0	-1.0	-1.0	-\$61,236	-\$120,387
Information	-0.1	-0.1	-0.1	-\$7,961	-\$74,713
Management of Companies	-0.3	-0.1	-0.4	-\$556	-\$41,801
Manufacturing	-12.9	0.0	-12.9	-\$577,061	-\$3,509,013
Mining	0.0	0.0	0.0	-\$44	-\$1,774
Other Services	-0.2	-0.6	-0.7	-\$27,040	-\$56,535
Professional- Scientific & Tech	-0.5	-0.2	-0.7	-\$35,971	-\$86,805
Real Estate	-0.4	-0.3	-0.7	-\$22,929	-\$266,980
Retail trade	-0.1	-1.0	-1.1	-\$38,451	-\$110,441
Transportation & Warehousing	-0.7	-0.1	-0.8	-\$21,013	-\$107,569
Utilities	0.0	0.0	0.0	-\$1,021	-\$29,541
Wholesale Trade	-1.3	-0.1	-1.3	-\$80,173	-\$347,406
Total	-17.9	-5.3	-23.1	-\$969,526	-\$5,062,777

Tax Impacts	County	State	Federal
Transylvania	-\$46,358	-\$67,945	-\$205,981

Swain County

Swain County is the eight most impacted county with 17.4 positions put at-risk. Local Suppliers comprise 84 percent of the expected impacts. *Government* (-9.86 jobs) is the most impacted industry accounting for 57 percent of all jobs put at-risk and 79 percent of output at-risk. The IMPLAN model does not provide a clear description of the *Government* services supplied to the Mill which will be put at-risk. With timber as a critical input to the Mill and the significance of public lands in the county the *Government* services may be involved in forestry management.

Industry	Employment			Income	Output
	Local Suppliers	Reduced Household Spending	Total		
Accommodation & Food Services	-0.19	-0.53	-0.72	-\$23,024	-\$65,087
Administrative & Support Services	-0.71	-0.09	-0.80	-\$17,263	-\$56,354
Agriculture	-0.21	-0.02	-0.23	-\$3,184	-\$8,953
Arts, Entertainment & Recreation	-0.07	-0.07	-0.13	-\$4,325	-\$9,100
Construction	-0.29	-0.01	-0.30	-\$12,685	-\$63,270
Educational Services	0.00	-0.06	-0.06	-\$693	-\$1,182
Finance & insurance	-0.27	-0.06	-0.33	-\$15,668	-\$79,595
Forestry & Sawmills	-1.22	0.00	-1.22	-\$66,965	-\$156,975
Government	-9.72	-0.14	-9.86	-\$841,593	-\$3,445,290
Health Care & Social Assistance	0.00	-0.66	-0.66	-\$31,024	-\$71,108
Information	-0.02	-0.01	-0.03	-\$2,073	-\$16,344
Management of Companies	-0.02	-0.01	-0.03	-\$22	-\$3,686
Manufacturing	-0.02	0.00	-0.03	-\$491	-\$6,284
Mining	0.00	0.00	0.00	-\$92	-\$1,786
Other Services	-0.08	-0.38	-0.46	-\$13,427	-\$28,578
Professional- Scientific & Tech	-0.34	-0.05	-0.38	-\$13,481	-\$40,945
Real Estate	-0.25	-0.08	-0.34	-\$5,632	-\$152,833
Retail trade	-0.04	-0.60	-0.64	-\$17,648	-\$59,901
Transportation & Warehousing	-1.01	-0.08	-1.09	-\$42,902	-\$91,616
Utilities	0.00	0.00	0.00	\$0	\$0
Wholesale Trade	-0.09	-0.02	-0.11	-\$3,686	-\$23,183
Total	-14.56	-2.87	-17.43	-\$1,115,877	-\$4,382,071

Tax Impacts	County	State	Federal
Swain	-\$135,090	\$100,832	-\$195,994

Macon County

Macon County is the ninth most impacted county with 15.96 positions put at-risk. Local Suppliers comprise 81 percent of the expected impacts. *Forestry & Sawmills* (-5.18 jobs) is the most impacted industry accounting for 32 percent of jobs put at-risk and 41 percent of output at-risk.

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.15	-0.43	-0.58	-\$19,982	-\$54,740
Administrative & Support Services	-0.80	-0.15	-0.95	-\$30,209	-\$88,217
Agriculture	-1.47	-0.02	-1.49	-\$6,922	-\$39,936
Arts, Entertainment & Recreation	-0.02	-0.06	-0.08	-\$2,870	-\$8,007
Construction	-0.58	-0.02	-0.60	-\$28,137	-\$128,664
Educational Services	0.00	-0.04	-0.04	-\$1,275	-\$2,543
Finance & insurance	-0.15	-0.12	-0.27	-\$14,154	-\$67,184
Forestry & Sawmills	-5.18	0.00	-5.18	-\$191,799	-\$1,488,134
Government	-0.07	-0.01	-0.08	-\$6,280	-\$8,557
Health Care & Social Assistance	0.00	-0.55	-0.55	-\$29,082	-\$56,157
Information	-0.12	-0.03	-0.15	-\$7,628	-\$58,706
Management of Companies	-0.07	-0.01	-0.08	-\$5,612	-\$15,144
Manufacturing	-0.05	0.00	-0.05	-\$5,553	-\$31,470
Mining	-0.17	0.00	-0.17	-\$6,031	-\$51,270
Other Services	-0.42	-0.36	-0.78	-\$36,696	-\$76,070
Professional- Scientific & Tech	-0.99	-0.13	-1.13	-\$62,618	-\$170,381
Real Estate	-0.33	-0.14	-0.47	-\$11,553	-\$160,137
Retail trade	-0.16	-0.69	-0.85	-\$30,003	-\$94,252
Transportation & Warehousing	-0.72	-0.13	-0.84	-\$18,271	-\$58,370
Utilities	-0.46	-0.01	-0.46	-\$101,671	-\$721,106
Wholesale Trade	-1.11	-0.05	-1.16	-\$52,811	-\$265,122
Total	-13.00	-2.96	-15.96	-\$669,158	-\$3,644,168

Tax Impacts	County	State	Federal
Macon	-\$34,230	-\$66,010	-\$130,607

Polk County

Polk County is the tenth most impacted county with 15.84 positions put at-risk. Local Suppliers comprise 84 percent of the expected impacts. *Forestry & Sawmills* (-10.43 jobs) is the most impacted industry accounting for 66 percent of jobs put at-risk, 79 percent of labor income at-risk, and 61 percent of output at-risk.

Industry	Employment			Income	Output
	Local Suppliers	Reduced Household Spending	Total		
Accommodation & Food Services	-0.03	-0.34	-0.37	-\$9,994	\$31,827
Administrative & Support Services	-0.41	-0.11	-0.52	-\$17,964	\$48,676
Agriculture	-1.54	-0.02	-1.56	-\$13,819	\$50,851
Arts, Entertainment & Recreation	-0.05	-0.09	-0.14	-\$1,851	\$8,160
Construction	-0.01	-0.03	-0.04	-\$1,405	\$7,830
Educational Services	0.00	-0.03	-0.03	-\$590	\$1,939
Finance & insurance	-0.03	-0.13	-0.16	-\$5,476	\$32,162
Forestry & Sawmills	-10.43	0.00	-10.43	-\$635,248	\$1,049,072
Government	-0.03	-0.05	-0.08	-\$4,416	\$17,275
Health Care & Social Assistance	0.00	-0.53	-0.53	-\$27,837	\$57,877
Information	-0.01	-0.04	-0.05	-\$2,013	\$15,512
Management of Companies	0.00	0.00	0.00	-\$1,763	\$1,867
Manufacturing	-0.16	0.00	-0.16	-\$9,784	\$54,258
Mining	0.00	0.00	0.00	-\$4	\$176
Other Services	-0.09	-0.28	-0.37	-\$12,275	\$25,420
Professional- Scientific & Tech	-0.08	-0.09	-0.16	-\$7,769	\$21,780
Real Estate	-0.09	-0.10	-0.19	-\$3,921	\$112,210
Retail trade	0.00	-0.46	-0.46	-\$11,230	\$45,491
Transportation & Warehousing	-0.13	-0.12	-0.25	-\$3,268	\$12,332
Utilities	0.00	0.00	0.00	-\$735	\$3,155
Wholesale Trade	-0.29	-0.04	-0.33	-\$28,697	\$111,057
Total	-13.38	-2.46	-15.84	-\$800,060	\$1,708,926

Tax Impacts	County	State	Federal
Polk	-\$37,612	-\$46,413	-\$148,641

McDowell County

McDowell County is the eleventh most impacted county with 14.23 positions put at-risk. Local Suppliers comprise 81 percent of the expected impacts. *Manufacturing* (-4.78 jobs) is the most impacted industry followed closely by *Forestry & Sawmills* (-3.84 jobs).

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.11	-0.47	-0.58	-\$14,282	-\$49,422
Administrative & Support Services	-0.81	-0.13	-0.95	-\$27,843	-\$81,234
Agriculture	-0.06	-0.01	-0.07	-\$1,964	-\$3,392
Arts, Entertainment & Recreation	-0.01	-0.05	-0.06	-\$1,364	-\$5,371
Construction	-0.05	-0.02	-0.07	-\$2,722	-\$14,547
Educational Services	0.00	-0.02	-0.02	-\$453	-\$788
Finance & insurance	-0.06	-0.16	-0.21	-\$9,345	-\$58,488
Forestry & Sawmills	-3.84	0.00	-3.84	-\$257,221	-\$1,402,480
Government	-0.03	-0.01	-0.04	-\$3,273	-\$4,601
Health Care & Social Assistance	0.00	-0.65	-0.65	-\$32,157	-\$67,589
Information	-0.02	-0.02	-0.04	-\$891	-\$12,276
Management of Companies	-0.03	0.00	-0.03	-\$865	-\$4,674
Manufacturing	-4.77	0.00	-4.78	-\$270,438	-\$1,681,356
Mining	-0.01	0.00	-0.01	-\$536	-\$4,932
Other Services	-0.17	-0.24	-0.41	-\$23,681	-\$46,702
Professional- Scientific & Tech	-0.37	-0.11	-0.48	-\$11,210	-\$42,472
Real Estate	-0.13	-0.10	-0.23	-\$4,215	-\$125,516
Retail trade	-0.10	-0.62	-0.72	-\$22,901	-\$66,153
Transportation & Warehousing	-0.36	-0.07	-0.43	-\$21,442	-\$56,767
Utilities	-0.01	0.00	-0.01	-\$1,496	-\$14,243
Wholesale Trade	-0.55	-0.04	-0.58	-\$36,317	-\$163,843
Total	-11.48	-2.75	-14.23	-\$744,616	-\$3,906,847

Tax Impacts	County	State	Federal
McDowell	-\$25,184	-\$56,990	-\$154,939

Burke County

Burke County is the twelfth most impacted county with 10.01 positions put at-risk. Local Suppliers comprise 65 percent of the expected impacts. *Manufacturing* (-3.12 jobs) is the most impacted industry followed by *Forestry & Sawmills* (-1.87 jobs).

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.05	-0.59	-0.64	-\$19,831	-\$56,897
Administrative & Support Services	-0.44	-0.16	-0.61	-\$20,482	-\$56,672
Agriculture	-0.05	-0.01	-0.06	-\$720	-\$4,579
Arts, Entertainment & Recreation	-0.01	-0.08	-0.09	-\$953	-\$3,743
Construction	-0.01	-0.03	-0.04	-\$1,746	-\$8,523
Educational Services	0.00	-0.07	-0.07	-\$2,098	-\$2,827
Finance & insurance	-0.05	-0.14	-0.19	-\$7,745	-\$43,104
Forestry & Sawmills	-1.86	0.00	-1.87	-\$42,909	-\$239,411
Government	-0.02	-0.03	-0.05	-\$3,819	-\$7,934
Health Care & Social Assistance	0.00	-0.93	-0.93	-\$62,728	-\$110,776
Information	-0.01	-0.02	-0.03	-\$1,038	-\$9,405
Management of Companies	-0.05	0.00	-0.06	-\$3,782	-\$10,750
Manufacturing	-3.11	-0.01	-3.12	-\$187,516	-\$972,050
Mining	-0.01	0.00	-0.01	-\$15	-\$5,203
Other Services	-0.07	-0.36	-0.42	-\$17,334	-\$31,304
Professional- Scientific & Tech	-0.17	-0.09	-0.26	-\$10,752	-\$31,025
Real Estate	-0.09	-0.13	-0.23	-\$5,118	-\$136,854
Retail trade	-0.03	-0.74	-0.76	-\$22,538	-\$67,381
Transportation & Warehousing	-0.09	-0.04	-0.13	-\$8,404	-\$19,120
Utilities	-0.01	-0.01	-0.02	-\$2,844	-\$23,516
Wholesale Trade	-0.38	-0.04	-0.42	-\$25,440	-\$117,974
Total	-6.54	-3.48	-10.01	-\$447,811	-\$1,959,047

Tax Impacts	County	State	Federal
Burke	-\$23,640	-\$37,869	-\$83,643

Mitchell County

Mitchell County is the thirteenth most impacted county with 8.31 positions put at-risk. Local Suppliers comprise 95 percent of the expected impacts. *Mining* (-4.98 jobs) is the most impacted industry, accounting for 60 percent of at-risk jobs, and 72 percent of output at-risk.

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.03	-0.06	-0.09	-\$2,435	-\$7,631
Administrative & Support Services	-0.30	-0.02	-0.32	-\$9,327	-\$29,979
Agriculture	-0.38	-0.01	-0.39	-\$256	-\$2,157
Arts, Entertainment & Recreation	-0.01	-0.01	-0.02	-\$466	-\$2,224
Construction	-0.28	0.00	-0.29	-\$10,579	-\$58,044
Educational Services	0.00	-0.01	-0.01	-\$395	-\$708
Finance & insurance	-0.36	-0.02	-0.38	-\$20,470	-\$106,355
Forestry & Sawmills	-0.12	0.00	-0.12	-\$4,737	-\$27,128
Government	-0.02	0.00	-0.02	-\$1,522	-\$2,387
Health Care & Social Assistance	0.00	-0.13	-0.13	-\$6,798	-\$13,774
Information	-0.01	0.00	-0.01	-\$237	-\$2,138
Management of Companies	-0.06	0.00	-0.06	-\$2,358	-\$8,927
Manufacturing	-0.01	0.00	-0.01	-\$435	-\$3,171
Mining	-4.98	0.00	-4.98	-\$92,957	-\$1,521,827
Other Services	-0.32	-0.03	-0.35	-\$15,770	-\$41,173
Professional- Scientific & Tech	-0.40	-0.02	-0.42	-\$11,711	-\$40,910
Real Estate	-0.09	-0.01	-0.10	-\$2,750	-\$28,000
Retail trade	-0.06	-0.08	-0.14	-\$4,653	-\$14,732
Transportation & Warehousing	-0.21	-0.01	-0.22	-\$14,667	-\$41,951
Utilities	-0.06	0.00	-0.06	-\$7,682	-\$74,473
Wholesale Trade	-0.18	-0.01	-0.19	-\$12,933	-\$78,126
Total	-7.88	-0.43	-8.31	-\$223,138	-\$2,105,814

Tax Impacts	County	State	Federal
Mitchell	-\$39,809	-\$56,845	-\$75,826

Madison County

Madison County is the fourteenth most impacted county with 3.47 positions put at-risk. Local Suppliers comprise 59 percent of the expected impacts. *Forestry & Sawmills* (-1.33 jobs) is the most impacted industry accounting for 38 percent of jobs put at-risk, 52 percent of labor income at-risk, and 58 percent of output at-risk.

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.01	-0.18	-0.19	-\$4,973	-\$15,291
Administrative & Support Services	-0.05	-0.04	-0.09	-\$1,594	-\$6,825
Agriculture	-0.26	-0.02	-0.28	-\$51	-\$4,344
Arts, Entertainment & Recreation	-0.01	-0.04	-0.05	-\$993	-\$3,161
Construction	-0.01	-0.01	-0.02	-\$997	-\$4,777
Educational Services	0.00	-0.10	-0.10	-\$4,173	-\$6,621
Finance & insurance	-0.02	-0.06	-0.08	-\$2,162	-\$17,690
Forestry & Sawmills	-1.33	0.00	-1.33	-\$78,303	-\$420,656
Government	-0.01	-0.01	-0.01	-\$1,362	-\$1,510
Health Care & Social Assistance	0.00	-0.28	-0.28	-\$13,739	-\$23,293
Information	-0.01	-0.02	-0.04	-\$1,325	-\$11,506
Management of Companies	-0.03	-0.02	-0.04	-\$2,994	-\$7,871
Manufacturing	-0.04	0.00	-0.04	-\$4,111	-\$21,422
Mining	0.00	0.00	0.00	\$6	-\$13
Other Services	-0.02	-0.14	-0.17	-\$6,252	-\$13,568
Professional- Scientific & Tech	-0.07	-0.07	-0.14	-\$2,822	-\$12,597
Real Estate	-0.02	-0.05	-0.07	-\$1,119	-\$65,248
Retail trade	0.00	-0.31	-0.31	-\$7,107	-\$27,052
Transportation & Warehousing	-0.07	-0.05	-0.12	-\$10,348	-\$20,850
Utilities	-0.01	0.00	-0.01	-\$2,258	-\$14,744
Wholesale Trade	-0.06	-0.02	-0.08	-\$3,285	-\$28,944
Total	-2.03	-1.44	-3.47	-\$149,962	-\$727,984

Tax Impacts	County	State	Federal
Madison	-\$13,982	-\$16,571	-\$30,726

Clay County

Clay County is the fifteenth most impacted county with 2.58 positions put at-risk. Local Suppliers comprise 55 percent of the expected impacts. In terms of labor income and output, *Forestry & Sawmills* (-0.59 jobs) is the most impacted industry accounting for 61 percent of labor income at-risk, and 57 percent of output at-risk.

Employment

Industry	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.01	-0.06	-0.07	-\$1,531	-\$5,106
Administrative & Support Services	-0.08	-0.02	-0.09	-\$1,675	-\$6,627
Agriculture	-0.46	-0.01	-0.47	\$7,617	-\$6,325
Arts, Entertainment & Recreation	0.00	0.00	-0.01	-\$124	-\$587
Construction	-0.06	0.00	-0.06	-\$2,491	-\$12,832
Educational Services	0.00	0.00	0.00	-\$65	-\$233
Finance & insurance	-0.01	-0.02	-0.03	-\$963	-\$5,824
Forestry & Sawmills	-0.19	-0.40	-0.59	-\$25,781	-\$146,255
Government	0.00	0.00	-0.01	-\$411	-\$700
Health Care & Social Assistance	0.00	-0.06	-0.06	-\$2,571	-\$4,245
Information	0.00	0.00	0.00	-\$85	-\$1,452
Management of Companies	-0.01	0.00	-0.01	-\$6	-\$1,113
Manufacturing	-0.40	-0.40	-0.80	-\$774	-\$3,407
Mining	0.00	0.00	0.00	\$0	\$0
Other Services	-0.02	-0.03	-0.05	-\$2,175	-\$4,316
Professional- Scientific & Tech	-0.02	-0.01	-0.03	-\$920	-\$2,964
Real Estate	-0.03	-0.02	-0.04	-\$824	-\$17,930
Retail trade	-0.01	-0.08	-0.09	-\$2,626	-\$8,333
Transportation & Warehousing	-0.06	-0.02	-0.08	-\$2,667	-\$7,568
Utilities	0.00	0.00	0.00	\$55	-\$860
Wholesale Trade	-0.08	-0.01	-0.09	-\$4,210	-\$19,380
Total	-1.44	-1.13	-2.58	-\$42,225	-\$256,055

Tax Impacts	County	State	Federal
Clay	-\$2,875	-\$3,551	-\$10,765

Yancey County

Yancey County is the sixteenth most impacted county with 2.57 positions put at-risk. Local Suppliers comprise 82 percent of the expected impacts. *Forestry & Sawmills* (-1.14 jobs) is the most impacted industry accounting for 44 percent of jobs put at-risk, 48 percent of labor income at-risk, and 50 percent of output at-risk.

Industry	Employment			Income	Output
	Local Suppliers	Reduced Household Spending	Total		
Accommodation & Food Services	-0.01	-0.06	-0.07	-\$1,588	-\$5,922
Administrative & Support Services	-0.08	-0.01	-0.09	-\$1,942	-\$7,279
Agriculture	-0.14	-0.01	-0.15	-\$660	-\$1,888
Arts, Entertainment & Recreation	0.00	-0.01	-0.01	-\$280	-\$1,075
Construction	-0.04	0.00	-0.05	-\$1,993	-\$10,005
Educational Services	0.00	-0.01	-0.01	-\$275	-\$345
Finance & insurance	-0.04	-0.02	-0.05	-\$1,732	-\$12,362
Forestry & Sawmills	-1.14	0.00	-1.14	-\$45,227	-\$221,948
Government	-0.02	-0.01	-0.03	-\$1,561	-\$2,519
Health Care & Social Assistance	0.00	-0.08	-0.08	-\$3,504	-\$6,305
Information	-0.01	-0.01	-0.01	-\$560	-\$4,625
Management of Companies	0.00	0.00	0.00	\$0	\$0
Manufacturing	-0.34	0.00	-0.34	-\$15,659	-\$69,379
Mining	0.00	0.00	0.00	-\$31	-\$1,434
Other Services	-0.06	-0.05	-0.11	-\$5,043	-\$10,272
Professional- Scientific & Tech	-0.05	-0.02	-0.07	-\$2,279	-\$6,532
Real Estate	-0.03	-0.02	-0.04	-\$866	-\$24,283
Retail trade	-0.01	-0.12	-0.13	-\$4,025	-\$14,302
Transportation & Warehousing	-0.05	-0.01	-0.07	-\$3,193	-\$8,948
Utilities	-0.01	0.00	-0.01	-\$2,306	-\$12,757
Wholesale Trade	-0.08	-0.01	-0.10	-\$2,125	-\$19,304
Total	-2.12	-0.45	-2.57	-\$94,849	-\$441,484

Tax Impacts	County	State	Federal
Yancey	-\$6,904	-\$6,502	-\$20,622

Graham County

Graham County is the seventeenth most impacted county with 1.95 positions put at-risk. Local Suppliers comprise 82 percent of the expected impacts. *Forestry & Sawmills* (-0.63 jobs) is the most impacted industry accounting for 32 percent of jobs put at-risk, 37 percent of labor income at-risk, and 48 percent of output at-risk.

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.01	-0.05	-0.05	-\$1,426	-\$4,937
Administrative & Support Services	-0.06	0.00	-0.07	-\$2,377	-\$6,273
Agriculture	-0.42	-0.01	-0.43	-\$1,458	-\$5,260
Arts, Entertainment & Recreation	-0.01	-0.01	-0.02	-\$535	-\$3,365
Construction	-0.23	0.00	-0.23	-\$15,443	-\$56,434
Educational Services	0.00	0.00	0.00	-\$34	-\$127
Finance & insurance	-0.01	-0.02	-0.04	-\$1,587	-\$8,928
Forestry & Sawmills	-0.63	0.00	-0.63	-\$26,952	-\$188,119
Government	-0.02	0.00	-0.02	-\$2,787	-\$18,961
Health Care & Social Assistance	0.00	-0.05	-0.05	-\$1,691	-\$3,193
Information	0.00	0.00	-0.01	-\$265	-\$2,978
Management of Companies	-0.01	0.00	-0.02	-\$842	-\$2,687
Manufacturing	0.01	0.00	0.01	-\$68	-\$1,744
Mining	0.00	0.00	0.00	-\$143	-\$2,357
Other Services	-0.01	-0.02	-0.03	-\$933	-\$2,423
Professional- Scientific & Tech	-0.05	-0.01	-0.06	-\$1,093	-\$6,404
Real Estate	-0.02	-0.01	-0.02	-\$548	-\$16,402
Retail trade	-0.04	-0.06	-0.10	-\$3,412	-\$11,060
Transportation & Warehousing	-0.05	-0.02	-0.06	-\$1,759	-\$6,380
Utilities	-0.02	0.00	-0.02	-\$4,978	-\$25,836
Wholesale Trade	-0.07	0.00	-0.08	-\$5,239	-\$21,360
Total	-1.66	-0.29	-1.95	-\$73,573	-\$395,229

Tax Impacts	County	State	Federal
Graham	-\$4,943	-\$5,986	-\$17,483

Avery County

Avery County is the eighteenth most impacted county with 0.3 positions put at-risk. Local Suppliers comprise 50 percent of the expected impacts. *Forestry & Sawmills* (-0.07 jobs) is the most impacted industry accounting for 23 percent of jobs put at-risk, and 28 percent of output at-risk.

Industry	Employment				
	Local Suppliers	Reduced Household Spending	Total	Income	Output
Accommodation & Food Services	-0.01	-0.02	-0.03	-\$851	-\$2,455
Administrative & Support Services	-0.02	-0.01	-0.03	-\$889	-\$2,383
Agriculture	-0.01	0.00	-0.01	-\$38	-\$667
Arts, Entertainment & Recreation	0.00	0.00	0.00	-\$183	-\$572
Construction	0.00	0.00	0.00	-\$169	-\$856
Educational Services	0.00	-0.01	-0.01	-\$256	-\$418
Finance & insurance	0.00	-0.01	-0.01	-\$294	-\$1,494
Forestry & Sawmills	-0.07	0.00	-0.07	-\$654	-\$13,565
Government	0.00	0.00	0.00	-\$250	-\$437
Health Care & Social Assistance	0.00	-0.03	-0.03	-\$1,530	-\$3,395
Information	0.00	0.00	0.00	-\$49	-\$439
Management of Companies	0.00	0.00	0.00	-\$88	-\$260
Manufacturing	0.00	0.00	0.00	-\$145	-\$1,104
Mining	0.00	0.00	0.00	-\$1	-\$20
Other Services	0.00	-0.02	-0.02	-\$635	-\$1,287
Professional- Scientific & Tech	0.00	0.00	-0.01	-\$140	-\$522
Real Estate	0.00	-0.01	-0.01	-\$244	-\$5,792
Retail trade	-0.01	-0.03	-0.04	-\$1,384	-\$4,305
Transportation & Warehousing	-0.01	-0.01	-0.01	-\$373	-\$1,227
Utilities	0.00	0.00	0.00	-\$603	-\$4,584
Wholesale Trade	-0.01	0.00	-0.01	-\$454	-\$2,761
Total	-0.15	-0.15	-0.30	-\$9,230	-\$48,542

Tax Impacts	County	State	Federal
Avery	-\$1,004	-\$1,295	-\$1,612

Firm Profile

SYNEVA Economics, incorporated in the State of North Carolina since 2003 and based in Waynesville, is an innovative leader in data-driven regional economic analysis. As a regional economic research expert, SYNEVA Economics follows an adaptive business model, its role adjusting to the specific needs of each client and project. The firm at times works directly with municipal, community and economic development leadership and at other times serves as the research expert for firms such as Deloitte, Garner Economics, McCallum Sweeney Consulting, Magellan Strategy Group, Urban3, and Younger Associates.

SYNEVA Economics' broad portfolio includes economic assessments for dozens of communities, industry targeting, economic impact analyses, workforce & skills assessments, micro-demographic analyses, and a host of custom analyses answering specific site and client needs. The range of research activities has been as diverse as economic impact analyses of universities, international airports and major infrastructure projects to micro-demographics analyses of neighborhood gentrification and sub-state health insurance coverage. Besides economic developers, municipalities, and workforce development boards, SYNEVA Economics' clients have included commercial developers, community organizations, architectural and planning firms, a national insurance provider, and even the national offices of the Boy Scouts of America in site selection decisions.

Innovative projects have included in-depth evaluations of community and industry trends for the cities of Charlotte, NC and Atlanta, GA. Besides numerous community-level assignments, comprehensive workforce assessments have been conducted for the St. Joe Company in Florida, and an exhaustive evaluation of precise workers skills for all workforce investment areas in the state of Mississippi. SYNEVA Economics' projects have included the economic impacts of a permanent National Scouting Center for the Boy Scouts of America, Greenville-Spartanburg International Airport, Asheville Regional Airport and the proposed National Medal of Honor Museum in Charleston SC. For complete listing of clients visit www.syneva.com.

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