

## Lisa Taylor-Gtr Statesville Dev

**From:** John Marek, Greater Statesville Development Corp. [jmarek@greaterstatesville.org]  
**Sent:** Monday, August 25, 2008 5:31 PM  
**To:** ltaylor@greaterstatesville.org  
**Subject:** Monday Morning Memo-The Growing Edge: Win a Jake Delhomme #17 Jersey



# The Growing Edge

Greater Statesville Development Corporation

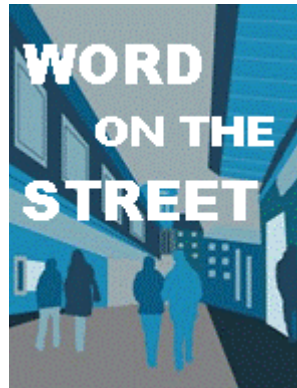
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**Hot Topics**

**The GSDC Monday Morning Memo** is now **The Growing Edge!** We have redesigned and reformatted our Business Retention and Expansion e-Newsletter to provide you with more information in an easier to read format. The "Hot Topics" section replaces the "Five Things" section. "Word on the Street" tackles current events and issues relevant to existing industry. And

Issue: # 3

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**The 3C Scale for QGO Effectiveness: Cooperate, Coordinate, Collaborate**

Having worked with dozens of different quasi-governmental organizations (QGO's) over the past several years, I can say with a fair amount of authority that there is a direct relationship between the effectiveness of these organizations in achieving community goals and where they land on the "3C"

scale. The three C's are, in order, Cooperate, Coordinate and Collaborate.

Quasi-governmental organizations typically have functional charters, but these charters often lack a process component. For example, Chambers of Commerce are in place to assist the business community and promote business; Economic Development brings new business to the area and assists existing businesses with expansion; Downtown Development works to build a vital center city; the Convention and Visitors Bureau tries to bring tourists and events to the area; etc. While these charters are fairly explicit

the new "Save The Date" provides a listing of all the important economic development related events. Please feel free to offer your **comments** on the changes.

**The Pollina Corporate Top 10** Pro-Business States study examines 29 factors relative to states' efforts to be more pro-business. The annual study is limited to factors over which state governments have control over economic matters. **Seven** of the top 10 states are located in the South, with North Carolina taking the top honor.

**Last issue's survey** showed quite a bit of support for the Panthers. More than half of the respondents think the Panthers will win 9-11 games, while less than 25% think they will win fewer than 6 games.

**Mike and John will** be presenting Greater Statesville at the **NCEDA Fall Conference** in Concord (NC) September 22-23.

**John will be hosting** the Breakfast Buzz September 16th from 8-10 at Mitchell Community College in Statesville, North Carolina. The topic will be **Advertising with Google AdWords**. More information available [here](#).

### Save The Date

**September 12, 2008**  
Downtown Statesville Art Crawl & Piedmont Healthcare Live After Five Concert

**September 16, 2008**  
Breakfast Buzz

with regard to the "what" and "why," they often inadequately address the "how," and it is common for them to overlap significantly when the focus shifts to the actual process. Hence, a new downtown hotel might very well be in the wheelhouse of all these organizations. Who would take the lead in securing such a project? How would the organizations work together to ensure success?

At the most basic level, QGO's need to cooperate both among themselves and with the local governments to which they are aligned. This sounds like a pretty basic concept, but as a practical matter, cooperation can be more difficult to achieve than one might expect. In fact, it is not unusual to enter a community and find two or more QGO's working cross-purposes on the same project. Say, for instance, a business is considering expanding its current downtown location, but has concerns about finding enough space at a reasonable price. They might contact Economic Development and ask about space at the new business park on the outskirts of town. Meanwhile, Downtown Development is looking into redevelopment grants and other potential incentives to keep them on Main Street. While a certain amount of "free market" competition along these lines can be healthy, in too many cases lines are drawn and the client gets caught in the middle. Cooperation begins with communication. It is the responsibility of each organization to communicate with its sister QGO's and to develop some basic ground rules to avoid unnecessary duplication of effort. These can be as simple as gentlemen's agreements regarding which organization will take the lead on which type of project and how the other organizations will fall into place, or a more formal system for inquiry and project assignment. Obviously, some client information is extremely confidential and cannot be shared in an open format. But even in those situations, an effort should be made to keep all relevant organizations "in the loop" with regard to projects, requirements and outcomes.



The next level on the 3C scale is coordination. Beyond cooperation, which is a basic understanding of the process ground rules, coordination adds the element of shared process deployment. It is more difficult to achieve than simple cooperation because it requires a more specific breakdown of the process elements and a more detailed methodology for tracking and communicating progress. Fortunately, this is where technology can come to the rescue, as many online tools - some of them free or very low cost - are available to assist in coordinating projects and tracking results. This, of course, takes buy-in from all of the organizations and often some sort of a facilitating agent. But

Google AdWords  
8:00 A.M. - 10:00 A.M.  
Mitchell Community  
College

**September 22-23,  
2008**

NCEDA Fall Conference  
Embassy Suites  
Concord, NC

**September 18-19,  
2008**

Leadership Statesville  
Nantahala Retreat

Just For Fun



**Carolina Panthers Kick  
-Off Contest**

Correctly guess the score  
of the Panthers opening  
game at San Diego and  
win a Jake Delhomme  
#17 Jersey

Click [here](#) to enter  
contest

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the results that can be achieved with even simple inter-QGO cooperation are well worth the time and cost.

The final level on the 3C scale is collaboration, which adds a proactive element to coordination. Collaboration implies joint strategic planning and shared decision-making responsibility. Without exception, communities in which the QGO's participate in collaborative planning activities are the most effective in meeting the goals of the community, and doing so by the most efficient means possible. Effective QGO collaboration almost always requires a facilitating agent; typically a consultant with experience in organizational dynamics and strategic planning. While this can represent a significant investment for a community, it also generates significant opportunities for growth and efficiency.

## ASPHALT PAVING EQUIPMENT EXPANDS STATESVILLE OPERATIONS AT NEW LOCATION

**Locally-based company leases 31,000 sq/ft Taurus Road building, adds employees**



Statesville-based Asphalt Paving Equipment, Inc. announced today that it will be expanding operations from its current location on Seed House Road to a larger existing building on the north side of Statesville. Asphalt Paving, which manufactures and reconditions equipment used in road construction and is the local dealer for Gehl construction equipment, will lease a 31,000 square foot building on Taurus Road that previously housed a textile manufacturing operation. Terms of the lease were not released.

Keith King, President of Asphalt Paving, said that the company looked at several options, including expanding at the current site and building a new facility, before selecting the Taurus Road building. After conferring with county officials and construction firms, King determined that expanding at the current location would not be practical and the timeline for a new building did not fit with the company's immediate needs. "We are bursting at the seams on Seed House Road. Our business, especially our offshore business, is up significantly and we needed more room right away. The current facility is comprised of multiple structures with a total of about 7,500 square feet under roof. The Taurus Road building, which has four times the space, will provide the room we need today, will allow us to consolidate our operations and make them more efficient and will give us some headroom for future growth."

Up-fitting has already begun at the Taurus Road building. King expects to invest about \$100,000 in capital

improvements at the new location, including a new paint booth and material handling equipment, and plans to add five new employees, the first of which came on board last week. "We hope to have our primary operations in place at Taurus Road by the middle of September."

David Steele, Chairman of the Greater Statesville Development Corporation, which worked with Asphalt Paving to secure the new facility, said of the expansion announcement, "It's exciting to see a homegrown company have success on a global scale and then turn that success into jobs and investment here in Statesville."

### IREDELL COUNTY UNEMPLOYMENT UP

The unemployment rate in Iredell County rose to 6.7 percent in July from 5.8 percent in June. Unemployment in the Charlotte MSA, as a whole, was 6.8 percent, up from 6.3 percent in June.



In the Hickory/Lenoir/Morganton metro area, unemployment was 8.6 percent, up from 7.4 percent.

Here's a breakdown of county unemployment rates in July, compared with June:

- Anson: 9 percent, up from 7.8 percent.
- Cabarrus: 6.4 percent, up from 5.7 percent.
- Catawba: 8.1 percent, up from 7.2 percent.
- Cleveland: 8.5 percent, up from 7.9 percent.
- Gaston: 7.9 percent, same as in June.
- Iredell: 6.7 percent, up from 5.8 percent.
- Lincoln: 8 percent, up from 6.6 percent.
- Rowan: 7.9 percent, up from 6.3 percent.
- Stanly: 6.8 percent, up from 6.1 percent.
- Union: 6.1 percent, up from 5.6 percent.

Statewide, the unemployment rate was 6.8 percent in July, up from 6.2 percent in June. Currituck County had North Carolina's lowest unemployment rate in July, at 3.8 percent. Scotland County had the highest rate, at 11.7 percent.

### MOORESVILLE-STATESVILLE (NC) LAUNCH JOINT MARKETING EFFORT

The cities of Mooresville and Statesville, North Carolina have teamed up to create a cooperative marketing campaign which will launch in September. The campaign is



targeted to site consultants and business owners and managers who are making location decisions, and will include advertising placement in *Site Selection* magazine and a special website dedicated to jointly selling the region as a premiere business destination.

The campaign, created by GSDC marketing strategist John Marek, is built around the new tagline, "Business on the Growing Edge," which references Mooresville's and Statesville's status as "edge cities" within the rapidly growing Charlotte MSA. The ad copy and website content further delineate the case for relocating businesses to the region; skilled workforce, business-friendly environment, available buildings and sites and high quality of life.

Mooresville-Statesville has been ranked #1 or #2 among "micropolitans" (cities with pop. less than 50,000) by *Site Selection* magazine for four consecutive years, and the area has brought in more new businesses than any other micropoitan in the country since 1999.

Click [here](#) for a sneak peek of the print ad.

[Forward email](#)

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