

**CITY OF MONROE**  
**MONROE ECONOMIC DEVELOPMENT ADVISORY BOARD**  
**300 WEST CROWELL STREET**  
**MONROE, NORTH CAROLINA 28112**  
**May 5, 2026 – 7:30 A.M.**

1. Call to Order and Welcome Guests
2. Roll Call
3. Minutes for Approval
  - a) February 20, 2026
  - b) March 19, 2026
4. Economic Development Incentives - Teresa Campo
5. Energy Incentives Overview - Rob Miller
6. Water Conservation - Rob Miller
7. Downtown Incentives Overview – Ashley Nowell
8. Other Business
9. Adjourn

**SPECIAL MEETING  
CITY OF MONROE OFFICE OF ECONOMIC DEVELOPMENT  
ECONOMIC DEVELOPMENT ADVISORY BOARD MEETING  
Charlotte Monroe Executive Airport - 3900 Paul J Helms Dr. Monroe NC  
February 20, 2026  
MINUTES**

**EDAB Members Present:** Chad Griffin, Chair, Charlotte Pipe; Jeff Duke, Vice Chair, ASSA ABLOY; Eric Paszkowski, Greiner Bio-One; Ex Officio, Clayton Whitson, Union County Chamber of Commerce. A voting quorum was not achieved.

**Member(s) Absent:** Drew Lawrence, Lawrence & Associates; Randy Adcock, American Bank; Jonathan Edwards, Tyson Foods; Ex Officio Member, Dr. Stacy Waters-Bailey

**Elected Officials Present:** Mayor Robert Burns

**EDAB Staff Present:** City Manager, Mark Watson; Teresa Campo, Economic Development Director; Donna O'Keefe, Existing Business & Industry Manager

**Other Staff Present:** Jeff Wells, Assistant City Manager; Lisa Hollowell, Assistant City Manager; Terry Scholar, Senior Staff Attorney; Scott West, Staff Attorney

**Item 1: Call to order**

Terry Sholar advised the quorum to hold the meeting met the threshold, however no action could be taken due to lack of a voting quorum. Chad Griffin meeting to order at 2:35 pm.

**Item 2: Introduction**

Board and staff made brief introductions. The group discussed the formation and composition of the Advisory Board and the need to fill the remaining positions to meet the required quorum. The board can have seven to twelve members. The attendees were encouraged to present potential candidates from our large manufacturing employers. Teresa Campo advised that the candidate must be a resident or work for a business located in the incorporated areas of the City, Mrs. Campo informed the group that staff is working to recruit members. Terry Sholar confirmed and advised the Citizen's Appointment committee is the first Monday of March, June, September and December.

**Item 3: Committee Purpose**

The board asked for clarity around their role and what the city needs from them. Teresa Campo emphasized the desired input and advised that the board would be leading the strategic planning process with ED staff. Mrs. Campo explained that it the City's hope, due

to their willingness to serve, that they would serve as ambassadors and liaisons for the City as we bring new business and support strategies.

Mayor Robert Burns welcomed the group and emphasized the need for feedback from the community on economic development in Monroe, focusing on incentives and new ideas. The Mayor added he believes the Office of Economic Development and the advisory board will guide the direction of our economic development priorities by providing feedback and insight on our incentive programs and developing methods to assist businesses to grow. He reiterated that Monroe is the prime spot in Union County and the State of North Carolina for Economic Development. The Mayor also emphasized the importance of customer service and looks forward to what the group will bring forward.

City Manager Mark Watson shared with the group that the city is 100% committed to Economic Development. He reviewed where we are as a city, and the importance of what we are building. Monroe is a strong player in attracting new business and he believes we can be equally strong in our working with existing businesses in the city. Mark shared that the city has seen significant results in the past few months, with increased interest by investors.

Manager Watson also discussed the need for a clear incentive policy, including capital investment thresholds and requirements. He highlighted the significant role our utilities play in economic development, including electric, gas, and water. He explained that the city has adequate capacity and supply for new industries, with strategic planning to ensure resources are not depleted. He shared that the city is exploring opportunities for self-generation and reuse of water for data centers and other high-energy users. He also advised that during the process of establishing the Economic Development Office, the City formed an interdepartmental staff committee to ensure that processes and policies were in place for the transition to the new office.

The Chair, Chad Griffin asked to review the board's purpose Statement:

***The purpose of the Monroe Economic Development Advisory Board is to advise and make recommendations to City Council regarding, economic development activities within the City of Monroe, serve as a liaison between the City of Monroe and businesses and industries in the city, and promote economic development in the greater City of Monroe.***

Chad Griffin asked if our current incentives and tax rebates are competitive with other communities. Manager Watson responded by explaining the goal for our incentive program is to first simplify it significantly. He reinforced that our former incentive programs were difficult to understand. The new policy aims to simplify the incentive process and make it more transparent and understandable.

Teresa Campo advised that workshops to educate the board and other stakeholders on the new incentive policy will happen, once we have a policy adopted by Council.

#### **Item 4: Adopt Regular Meeting Schedule**

A discussion with attendees led to the conclusion that members preferred the first week of the month preferring Tuesday mornings as early as possible.

Action: Without a quorum an action could not be made on this item.

Teresa Campo will send the recommendation to the board members with a goal of finalizing at their next meeting.

**Item 5: Discuss Economic Development Incentive Grant program**

Manager Watson informed that attendees that we would share all economic development related incentives from various City Departments and included their staff.

**Item 5: Groundhog Day, March 2, 2026, 8 am – 10 am, Dowd Center Theater**

Teresa Campo reviewed the change of date, the keynote speaker, and the print being given to attendees. She encouraged the board to attend and to encourage others to attend if they are able.

**Item 6: Adjournment**

**The meeting adjourned at 4:10 pm**

**CITY OF MONROE OFFICE OF ECONOMIC DEVELOPMENT  
ECONOMIC DEVELOPMENT ADVISORY BOARD MEETING  
City Hall Large Conference Room – 300 W Crowell St, Monroe NC 28112  
March 19, 2026  
MINUTES**

**EDAB Members Present:** Chad Griffin, Chair, Charlotte Pipe; Jeff Duke, Vice Chair, ASSA ABLOY; Drew Lawrence, Lawrence Associates; Randy Adcock, American Bank; Eric Paszkowski, Greiner Bio-One; and Ex Officio Clayton Whitson, Union County Chamber; Jonathan Edwards, Tyson Foods

**Member(s) Absent:** Ex Officio Dr. Stacy Waters-Bailey, SPCC

**EDAB Staff Present:** Teresa Campo, Economic Development Director; Donna O’Keefe, Existing Business & Industry Manager; Emma Collins, Economic Development Coordinator

**Other Staff Present:** Jeff Wells, Assistant City Manager; Lisa Hollowell, Assistant City Manager; Rob Miller, General Manager of Energy & Water; Scott Hunt, Staff Attorney; Jason Puckett, Communications Supervisor

**Item 1: Call to Order**

Chair Chad Griffin called the meeting to order at 8:33 a.m.

**Item 2: Review of Economic Development Incentive Structures and Policies**

The board revisited the ordinance establishing the Economic Development Advisory Board to clarify structure, responsibilities, and membership requirements.

The board must maintain a minimum of seven members and may include up to twelve members. The current membership is below desired levels, impacting the ability to consistently achieve a voting quorum. One application is currently under consideration. The next scheduled Citizen’s Appointment Committee meeting is in June, though staff has requested consideration for an earlier appointment.

Chair Griffin emphasized the importance of increasing membership to ensure consistent participation and quorum reliability. A target of approximately nine active members was discussed as a practical operating number to avoid quorum challenges. Members generally agreed on the need to recruit additional qualified candidates, particularly from key industries such as manufacturing and major employers within the city.

The board does not directly appoint members. Appointments require approval by City Council. Members were encouraged to recommend potential candidates who meet residency or business location requirements. Also, per Director Campo to advise staff as industry experts, make policy recommendations, serve as the strategic planning committee, as a liaison between the City of Monroe and the business community, and promote economic development within the City of Monroe.

Staff Attorney Hunt provided clarification regarding quorum requirements and Board authority:

1. Ex Officio members count toward quorum purposes of holding discussions but do not have voting rights;
2. A quorum of voting members is required to take official action or make formal recommendations;
3. The board may still meet and discuss items without a quorum, but no binding votes, approvals, or formal actions may be taken;
4. The board operates in an advisory capacity only. It may provide recommendations and offer feedback on policies and initiatives.

Members discussed roles as industry representatives and stakeholders, emphasizing providing real world insight into business needs, supporting outreach to local industries, assisting with relationship-building between the City and employers. The board will play a key role in offering feedback on policies and incentives, participating in economic development events, supporting recruitment and retention of businesses.

Clayton Whitson suggested that the board sign confidential Non-Disclosure Agreements in regards to the economic development projects.

Staff Attorney Hunt advised the board operates in an advisory capacity only. It may provide recommendation and provide feedback on policies and initiatives. Final decisions, including incentive approvals are made by City Council, however we will provide a form.

### **Item 3: Meeting Schedule & Logistics**

The board discussed the need for a consistent and predictable meeting schedule.

Considerations were to avoid conflicts with City Council meetings which are held on the second and fourth Tuesdays of each month and to accommodate member availability, particularly for morning meetings.

Agreed upon meeting schedule was the first Tuesday of each month at 7:30 a.m.

A standard duration of 90 minutes was agreed upon as a planning guideline, with flexibility as needed.

Chair Griffin requested that a motion be made agreeing upon the time, date, and duration.

Motion made by Jonathan Edwards, seconded by Jeff Duke, approved unanimously.

Discussion ensued over the location for all future meetings.

Chair Griffin requested that a motion be made to keep the meeting in the City Hall large conference room, motion made by Drew Lawrence, seconded by Randy Adcock, approved unanimously.

#### **Item 4: Next Steps and Other Items**

Chair directed staff to provide Economic Development Policy Ordinance and other official documents, related to committee.

Members and staff discussed next agenda to include the new policy and other economic development incentives including Downtown. Also, useful economic development data regarding trends and forecasts related to Monroe.

Chair asked staff to let him and the Vice Chair review the agenda and provide input. Chair also asked for printed meeting agendas, name tents for board and staff members. In addition, he requested a list of contact information just for board and staff members to share for easy access.

#### **Item 5: Economic Summit Groundhog Day**

Member Whitson led the discussion regarding the recent Groundhog Day economic development event, noting strong attendance and engagement and a positive outlook for economic growth in 2026. Director Campo reiterated the continued collaboration with the Chamber of Commerce in partnership for future events.

#### **Item 6: Adjournment**

Chair Griffin requested that a motion be made to adjourn, Drew Lawrence made a motion, seconded by Jeff Duke, approved unanimously.

Meeting adjourned at 9:38 a.m.



## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** April 7, 2026

**FROM:** Teresa Campo, Economic Development Director

**PREPARED BY:** Emma Collins, Economic Development Coordinator

**SUBJECT:** Office of Economic Development Incentives

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### **SUMMARY STATEMENT**

A presentation of the new economic development incentive processes and policies will be presented to the board, along with a summary of the outreach overview and initiatives of the office.

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### **REVIEW**

The policy is designed to establish a clear, consistent framework for addressing economic development incentives for new industries and exiting businesses. This session will be an overview of the new policy and how staff will move forward to market.

### **RECOMMENDATION**

Staff requests no formal action.

Attachments: Policy



## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** April 7, 2026

**FROM:** Rob Miller, General Manager of Energy Services & Water Resources

**PREPARED BY:** Emma Collins, Economic Development Coordinator

**SUBJECT:** Economic Development Electric Rate Riders and Other Energy Related Incentives

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### **SUMMARY STATEMENT**

A presentation of the incentives offered to industries to include processes and policies will be presented to the board, along with a summary of the rebate programs and economic development services.

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### **REVIEW**

This session will be an overview of the policy and other information related to the incentives and products offered through the Energy Services and Water Resources Office. Also, technical services that are administered that impact growth and the economy.

### **RECOMMENDATION**

Staff requests no formal action.



## **STAFF REPORT**

**TO:** Economic Development Advisory Board  
**DATE:** April 7, 2026  
**FROM:** Ashley Nowell, Downtown Director  
**PREPARED BY:** Emma Collins, Economic Development Coordinator  
**SUBJECT:** Downtown Department Incentives

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### **SUMMARY STATEMENT**

A presentation of the incentives offered for businesses in Downtown to include processes and policies will be presented to the board, along with a summary of the outreach overview and initiatives of the department.

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### **REVIEW**

The policy is designed to establish a clear, consistent framework for addressing economic incentives for downtown businesses. This session will be an overview of the policy and other information related to the impacts and marketing.

### **RECOMMENDATION**

Staff requests no formal action.

Attachments: Policy