

**CITY OF MONROE**  
**MONROE ECONOMIC DEVELOPMENT ADVISORY BOARD**  
**300 WEST CROWELL STREET**  
**MONROE, NORTH CAROLINA 28112**  
**7:30 AM - June 2, 2026**

- 1. Call to Order, Welcome Guests, Quorum - Chad Griffin, Board Chairman**
- 2. Minutes for Approval**
  - a) May 5, 2026
- 3. Strategic Planning - Teresa Campo, Economic Development Director**
  - a) GIS Visual Framework - Chris Stiwinter, Information Technology, Database Administrator and GIS Manager
- 4. Legislative Updates - Lisa Hollowell, Assistant City Manager**
  - a) NCEDA Legislative Committee Opportunity Zones - Teresa Campo, Economic Development Director
- 5. Other Business - Chad Griffin, Board Chairman**
  - a) Citizen Appointment Committee EDAB Update - Teresa Campo, Economic Development Director
  - b) Economic Development Department Overview - Teresa Campo, Economic Development Director
  - c) Existing Business Activities Overview - Donna O'Keefe, Existing Business & Industry Manager
- 6. Adjourn - Chad Griffin, Board Chairman**

**CITY OF MONROE OFFICE OF ECONOMIC DEVELOPMENT  
ECONOMIC DEVELOPMENT ADVISORY BOARD MEETING  
City Hall Large Conference Room – 300 W Crowell St. Monroe NC**

**May 5, 2026**

**MINUTES**

**Economic Development** Advisory Board Meeting Minutes

**Date:** 5/5/26

**Time:** 7:30 am – 8:37 am

**EDAB Members Present:** Chair Chad Griffin, Randy Adcock, Jonathan Edwards, Drew Lawrence, and Eric Paszkowski

**EDAB Member(s) Absent:** Ex Officio Clayton Whitson, Ex Officio Dr. Stacy Waters-Bailey, Vice Chair Jeff Duke, Ex Officio Mark Watson

**Elected Officials Present:** N/A

**EDO Staff Present:** Teresa Campo, Director; Donna O’Keefe, Existing Business & Industries Manager, Emma Collins, Coordinator (Clerk)

**Other City Staff Present:** Ashley Nowell, Downtown Director; Rob Miller, General Manager of Energy Services and Water Resources; Terry Sholar, Senior Staff Attorney; Jason Puckett, Communications Supervisor; and Scott Hunt, Staff Attorney.

**Guest(s) Present:** Greg Collins, Greggie Mull, Will Duke, Antonio Ancrum, Christie Panto, Andrew Panto (Please add their company names.)

**Item 1: Call to Order**

Meeting called to order by: Chair Chad Griffin

Introduction of the board members around the room ending with Chad Griffin.

Introduction of guest members. Chair Chad Griffin asked how many are interested in joining by a show of hands, four

**Item 2: Minutes for Approval**

Summary of review: Chad Griffin introduced the meeting minutes item for approval.

Motion to approve: Jonathan Edwards

Motion seconded by: Drew Lawrence

Outcome: approved

Chad Griffin, asked all board members to sign the confidentiality agreements and return to Teresa Campo.

### **Item 3: Chair Introduced Economic Development Incentives Presentation – Teresa Campo**

Summary of discussion:

Teresa Campo presented an overview of the City's Economic Development Incentive Grant Policy (EDC-01) and process. Teresa advised that economic development incentives are authorized under North Carolina General Statutes 158.7. Incentives are not automatic and require City Council approval. The policy is designed to encourage business investment, retention, expansion, and relocation within the City by offering performance-based incentives tied to the investment and assessed value of qualifying projects.

Teresa's presentation included additional tools as a one stop shop city for development services, utilities, and partnerships with South Piedmont Community College, NC Works, Monroeworks for workforce development She highlighted the City's approximately 10-day permit turnaround, Teresa discussed the policy and the incentive level range from Level I to Level IV and reiterated this is based on minimum capital investment thresholds, with larger investments qualifying for higher incentives. However, the incentives are paid on the assessed tax value.

The Chair opened the floor for questions.

Question was asked regarding assessments.

Rob Miller advised that incentives are calculated using the property's increased assessed value after development and that grant factors may change with tax rate. Terry Sholar added that factors are approved by City Council. Teresa added these are part of the budget process and applicants must remain in good standing with the City throughout the agreement period.

Additional question regarding marketing.

Teresa Campo advised that that the EDO with Communications managers outreach efforts to market the incentive program to industries and site selectors through events and publications.

### **Item 4: Chair Introduced Item Downtown Incentives – Ashley Nowell**

The Chair asked if the Downtown presentation was for information purposes are relevant to the board. Teresa Campo advised that the presentations of incentives and energy rebates work together in the recruitment process and it is possible that recruitment of large office and named an example could come to our City and it is all inclusive.

Ashley Nowell provided an overview of the City's Downtown Incentive programs, which are designed to encourage new and expanding businesses within the Central Business District. The application process includes recruitment, an online application, Downtown

Advisory Board review, public hearing, and City Council approval before reimbursement-based grants are issued.

The Grow Monroe 50/50 Grant supports new and expanding retail, restaurant, and office spaces, including second-floor offices, and may cover improvements such as signage, lighting, equipment, and rent subsidies. Ashley also reviewed the Rehabilitation and Improvement Grant, a 50/50 matching grant with a maximum award of \$7,500, commonly used for maintenance and building improvements. Ashley also clarified that while first-floor office uses are allowed downtown, they are not eligible for incentives.

**Item 5: Chair Chad Griffin introduced Energy Rebates and Technical Assistance – Rob Miller**

Rob Miller presented on energy service rebate programs for commercial and industrial customers, including potential discounts for new or expanding utility service. An example utility bill was reviewed to explain demand charges, energy charges, REPS charges, and available credits. Staff highlighted projected long-term savings through the program, including significant annual savings over a five-year period.

Discussion also covered utility service territories, customer provider options within certain areas, and the competitiveness and reliability of the City's utility system, with reliability varying based on whether infrastructure is underground or overhead.

**Item 6: Item introduced by Chad Griffin on Water Conservation Update – Rob Miller**

Rob Miller provided an update on the region's severe drought conditions and the City's water supply status, noting that the area is currently experiencing an "exceptional drought" and is under Stage 1 voluntary water restrictions. Staff reviewed the City's water supply system, including the use of the emergency rock quarry water source, which is currently providing approximately 2 million gallons of water per day.

Discussion included water conservation efforts, potential progression to Stage 2 restrictions if drought conditions continue, and long-term water supply planning options such as alternative water sources and reuse strategies. Staff emphasized the importance of conservation and noted that the City currently has an estimated 130-day water supply under existing conditions. Rob advised that he was going to City Council to ask them to hold on the increase to water rates, but advised it is possible in the future if conditions do not change.

**Item 7: Other Business – Chad Griffin, Chair**

Eric Paszkowski asked if the updates presented would serve as the primary topics for the next meeting. Chad advised that they would be relevant for the strategic planning process and asked Teresa to confirm. Teresa advised that it is part of the asset identification for the SWOT analysis and other presentations will be forthcoming.

Discussion also included the board member application process, with Teresa explaining the eligibility requirements for applicants to be City residents or business owners within City limits and applications to be reviewed by the Citizens Committee prior to City Council approval on June 1. Terry Sholar added that City Council will make the final decision.

Further discussion regarding the application process. Teresa advised that includes potential board member applications are available online, a resume is required and the LinkedIn resume is acceptable or a summary. Applicants must be residents of the City of Monroe or have a business within the City limits.

Chad Griffin inquired about the timing of the approval. Terry Sholar advised that the Committee meets before the regular City Council Meeting on June 2<sup>nd</sup>.

**Item 8: Adjourn – Chad Griffin, Chair**

Motion to adjourn by: Drew Lawrence

Motion seconded by: Jonathan Edwards

Time meeting adjourned: 8:37 a.m.



## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** June 2, 2026

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

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

**SUBJECT:** Strategic Planning

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### **SUMMARY STATEMENT**

A presentation of the economic development strategic plan will be presented to the board, along with a summary of the strategic processes and resources needed to obtain the desired goals and outcomes of the economic development office.

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### **REVIEW**

The strategic plan is designed to establish a clear understanding of the current priorities, and goals of the strategic plan. This session will be an overview of the strategic plan and how to move forward to achieve the desired outcomes.

### **RECOMMENDATION**

Staff requests no formal action.



## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** June 2, 2026

**FROM:** Chris Stiwinter, Information Technology, GIS Database Administrator

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

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

**SUBJECT:** GIS Visual Framework

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### **SUMMARY STATEMENT**

GIS Visual Framework integrates geographic data with visual design principles to support planning, analysis, decision-making, and public communication. GIS typically includes standardized mapping components, data visualization methods, symbology, interactive features, and reporting tools that allow users to interpret spatial patterns, trends, and relationships more effectively.

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### **REVIEW**

The GIS Visual Framework is a structured approach used to organize, display, and communicate geographic and spatial information through maps, dashboards, layers, and visual analytic tools. The framework helps improve consistency, accessibility, and clarity on how geographic information is presented across projects, departments, and stakeholders, supporting both operational and strategic objectives.

### **RECOMMENDATION**

Staff requests no formal action.



## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** June 2, 2026

**FROM:** Lisa Hollowell, Assistant City Manager

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

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

**SUBJECT:** Legislative Updates

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### **SUMMARY STATEMENT**

The legislative update presentation provides an overview of recent and proposed federal, state, and local legislative actions that may impact organizational operations, programs, funding, compliance requirements, and strategic initiatives. Discussion will include timelines for implementation, anticipated impacts on departments and stakeholders, and ongoing monitoring efforts to ensure organizational awareness, preparedness, and compliance with evolving legislative requirements.

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### **REVIEW**

The presentation highlights key policy developments, regulatory changes, and pending legislation relevant to current projects and services, as well as potential opportunities and challenges associated with these updates.

### **RECOMMENDATION**

Staff requests no formal action.



## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** June 2, 2026

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

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

**SUBJECT:** NCEDA Legislative Committee Opportunity Zones

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### **SUMMARY STATEMENT**

The presentation provides an update on the North Carolina Economic Development Association Legislative Committee’s ongoing discussions and activities related to Opportunity Zones. The presentation also addresses advocacy efforts, collaboration with state and local partners, and considerations for leveraging Opportunity Zone incentives to encourage community investment, infrastructure improvements, and long-term economic development incentives.

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### **REVIEW**

Topics include recent legislative and policy developments affecting Opportunity Zone programs, potential economic development impacts, investment trends, and opportunities to support redevelopment and business growth within designated areas.

### **RECOMMENDATION**

Staff requests no formal action.

## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** June 2, 2026

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

**SUBJECT:** Citizen Appointment Committee EDAB Update

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### **SUMMARY STATEMENT**

The presentation provides an update from the Citizen Appointment Committee regarding appointments and activities associated with the Economic Development Advisory Board. The update also highlights ongoing Economic Development Advisory Board initiatives, advisory activities, and coordination efforts supporting economic growth, business development, and community engagement priorities.

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### **REVIEW**

Discussion includes current board membership considerations, recruitment and appointment processes, member participation, and efforts to ensure representation aligned with the board's mission and organizational objectives.

### **RECOMMENDATION**

Staff requests no formal action.

## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** June 2, 2026

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

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

**SUBJECT:** Economic Development Department Overview

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### **SUMMARY STATEMENT**

Topics of discussion include business recruitment and retention efforts, workforce development partnerships, development and redevelopment activities, strategic planning initiatives, and collaboration with public and private stakeholders. The presentation also highlights current projects, performance objectives, funding opportunities, and departmental priorities aimed at supporting investment, job creation, and long-term economic sustainability within the community.

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### **REVIEW**

This presentation is designed to establish the clear mission and organizational structure of the Economic Development Department. This includes the core services, and ongoing initiatives supporting economic growth and community development of the Office of Economic Development.

### **RECOMMENDATION**

Staff requests no formal action



## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** June 2, 2026

**FROM:** Donna O’Keefe, Existing Business & Industry Manager

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

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

**SUBJECT:** Existing Business Activities Overview

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### **SUMMARY STATEMENT**

The presentation highlights trends affecting existing businesses, current development or expansion projects, and strategies aimed at strengthening the local business environment, encouraging investment, and supporting long-term economic stability and growth.

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### **REVIEW**

This presentation is designed to establish a clear, and thorough understanding of existing business activities including outreach initiatives, workforce and operational support resources, and coordination with local and regional partners to address business needs and opportunities.

### **RECOMMENDATION**

Staff requests no formal action.