

**MONROE ECONOMIC DEVELOPMENT ADVISORY BOARD REGULAR MEETING  
300 WEST CROWELL STREET  
MONROE, NORTH CAROLINA 28112  
AUGUST 4, 2026 – 7:30 A.M.**

**AGENDA**

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1. Call to Order and Welcome Guests
2. Minutes for Approval
3. Economic Development Board Discussion and Economic Development Report
4. Adjourn

**CITY OF MONROE OFFICE OF ECONOMIC DEVELOPMENT  
ECONOMIC DEVELOPMENT ADVISORY BOARD MEETING  
City Hall Council Chambers – 300 W Crowell St, Monroe NC 28112  
July 7, 2026  
MINUTES**

**EDAB Members Present:** Chad Griffin, Chair, Charlotte Pipe; Jeff Duke, Vice Chair, ASSA ABLOY; Drew Lawrence, Lawrence Associates; Randy Adcock American Bank; Clayton Whitson, Union County Chamber; Dr. Stacy Waters-Bailey, SPCC; Will Duke, Elite Infrastructure Group; Greggie Mull, ITEC; Christie Panto, SEECO; Jonathan Edwards, Tyson Foods; Jeff Wells, City Manager Designee – Ex-Officio; Teresa Campo, Staff Liaison

**Member(s) Absent:** Eric Paszkowski, Greiner Bio-One

**Other Staff Present:** Lisa Hollowell, Assistant City Manager; Donna O’Keefe

**Guest(s) Present:** Josh Cooke, Huntington Bank; Maureen Little, Resident

**Item 1: Call to Order and Introductions**

The meeting was called to order by the Chair, Chad Griffin. Board members introduced themselves and briefly described their professional backgrounds, connections to Monroe and Union County, and interest in supporting the community’s economic growth. Teresa Campo, Economic Development Director advised that Jeff Wells, Assistant City Manager would be serving as the City Manager’s Designee and introduced him to the board, noting she was previously listed and will serve as staff liaison. The Chair welcomed everyone and noted that the principal purpose of today’s meeting was to clarify the Board’s purpose, responsibilities, and future direction.

**Item 2: Approval of Previous Minutes**

Chad Griffin, Chair, presented minutes. Teresa Campo, asked for a correction request to the previous meeting minutes regarding guest Maureen Little. The minutes had identified her as being employed by South Piedmont Community College; the record was corrected to reflect that she is retired and a resident of Monroe.

Action: Chair made a motion to approve as amended, seconded and unanimously passed.

**Item 3: Board Purpose, Authority and Compensation**

Chad Griffin asked to Teresa Campo to lead the discussion. Teresa reviewed the ordinance establishing the Economic Development Advisory Board and described the Board as an advisory body to the Monroe City Council. The Board’s stated purpose is to advise and make recommendations regarding economic development visioning, serve as a liaison between the City and local businesses and industries, and promote economic development in the greater Monroe community.

- The Board has advisory authority only and does not possess independent legislative powers.

- The Board is required to maintain public records of its resolutions, transactions, findings, and determinations through official meeting minutes.
- Regular meetings are open to the public, and the Board may establish or revise its regular meeting schedule in accordance with City procedures.
- Members are not compensated for service.

### **Membership and Officer Clarifications**

- The Board consists of no fewer than seven and no more than twelve appointed members, with the City Manager or designee serving in addition as an ex officio member without a vote. Teresa added, the Board had one open appointed-member position, and two applications have been received.
- Chad Griffin was identified as Chair, and Jeff Duke was identified as Vice Chair, subject to the pleasure and discretion of the Monroe City Council.
- Dr. Waters Bailey (SPCC) and Clayton Whitson (Chamber) were identified as voting members and not designated as ex-officio, at this time. The Board discussed the desire to name the organizations as ex-officio to ensure a permanent position, if staff were to change. Teresa Campo, advised that she would meet with Legal to make them aware of the recommendation.
- Member eligibility, staggered terms, attendance expectations, and replacement provisions were reviewed. Members must reside within Monroe or be employed by a business or industry located within the City limits. Teresa Campo reminded the board of the previous recruitment discussions as asked for a recommendation to prohibit family members of employees or board members to serve and limit service to one representative from a company.

ACTION: Chad Griffin, Chair made a motion to request that the policy be amended to limit service to one representative from a company at one time and to prohibit family members of the board and employees from eligibility to serve on the board. The motion was seconded and carried unanimously. Teresa Campo was asked to manage the request.

ACTION: Chad Griffin asked Teresa to keep the board apprised of the motion and to define the terms and advise if a recommendation to change the terms of service, needs to be made.

### **Discussion of the Board's Advisory Role**

Chad Griffin, Chair led the board member discussion and clarified the need for greater clarity about how the Board can add value and how City intends to use the Board's collective experience. The discussion emphasized practical participation rather than duplicating staff responsibilities or participating in City policies. Ideas shared included the following:

- Serve as ambassadors for Monroe during business recruitment, retention, and community visits.

- Provide business-sector insight on permitting, infrastructure, workforce, housing, quality of life, and other conditions affecting existing and prospective employers.
- Help identify companies considering expansion, relocation, or retention decisions and connect those companies with City staff and available properties.
- Offer feedback on economic development policies & programs, marketing, business engagement, and community resources.
- Assist with prospect visits and relationship-building, while maintaining confidentiality regarding proprietary or sensitive project information.
- Share real-world business experiences and identify obstacles that may affect investment or future business growth to help shape Monroe.

Board members recommended that staff bring specific requests or policy questions to the Board so members can respond within the scope established by City Council. Several members mentioned that their prior service with the joint commission they provided recommendations for incentives prior to going to Council or the Commissioners. Teresa agreed that recommendations from the board would be helpful and advised she would work out a plan to determine when the board recommendation in conjunction with the call for public hearing and the legislative process should occur and provide additional follow-up. Members added that this practice will assist staff and the City in ensuring that we do not get forced to take a project that is not a good fit for the community.

### **Economic Development and Competitive Position Discussion**

Staff and Board members discussed Monroe's competitive advantages and challenges in business recruitment and retention. Topics included City-owned utilities, available industrial land, transportation access, layered City/County/State incentives, workforce availability, housing, downtown amenities, and quality-of-life considerations.

- Monroe's utility ownership, available land, highway access, airport assets, and proximity to Norfolk Southern and CSX intermodal service were identified as recruitment strengths.
- Teresa discussed market perceptions, including information about North Carolina port capabilities and the transport of heavy materials and briefed the board of her meeting with the authority.
- Members emphasized that workforce development, housing options, community involvement, and a vibrant downtown can influence employee recruitment and company location decisions.
- The Board discussed the importance of retaining existing companies and using member relationships to identify expansion opportunities before they are lost to competing communities.

### **Water Conservation Update**

Lisa Holloway, Assistant City Manager, provided a City water conservation update. Board members were encouraged to remain aware of the guidance and its potential effect on businesses. In addition, Lisa answered direct questions regarding the airport tower.

### **Economic Development News**

The Chair asked Teresa Campo to present any economic development news. Teresa shared Monroe NC economic conditions, demographic trends, marketing initiatives, prospect activity, available sites, and organizational changes and provided information regarding the Monroe's Economic Development Office.

- Monroe was described as having a younger average population than Union County overall, supporting the availability of a working-age labor force.
- Monroe's housing affordability, housing units, projected housing development, labor-force participation, manufacturing employment, and high-school graduation information were presented to the Board.
- Monroe was described as having a significant aerospace industry concentration, supported by regional airport and transportation assets.
- Planned marketing included advertising associated with the Charlotte Business Journal Book of Lists and a center advertisement in the Union County Chamber publication, additional publications have been identified.
- Teresa shared prospect counts and explained the numbers reflected are those received through state and online prospect systems and do not include all direct inquiries or staff-generated leads. She added that her and city staff are working to determine which Customer Relationship Management (CRM) is practical for our needs and not too costly, in order to capture additional information.
- Available and developing sites discussed included Edgewater Ventures partnership, the SelectSite project, the remediated Smart Site, and remaining properties within the Monroe Corporate Center.
- McGee Corporation was identified as a publicly announced project expected to come forward on July 14. Board members were invited to attend applicable public hearings and reiterated an expressed interest in being involved earlier when appropriate and using Board members' networks to assist prospects that are evaluating Monroe properties.
- Additional business-identification signage in the Monroe Corporate Center and a possible second sign.
- The Board received an update regarding the transition and consolidation of the Monroe Union County Economic Development Commission to Union County as complete and Ron Mahle (Union County) and her have completed the trustee duties and are officially released.

### **Future Agenda and Follow-Up**

Chad Griffin, Board Chair presented the agenda for the next meeting, the board reached a consensus no additional action was needed. Teresa Campo was asked to use the draft agenda for the next meeting.

- Final clarification of terms and ex officio roles.
- A specific discussion of what City staff and City Council expect from the Board in its advisory capacity.
- An economic development update.

### **Adjournment**

Motion to adjourn by: Chair Chad Griffin, seconded and approved unanimously.

## **STAFF REPORT**

**TO:** Economic Development Advisory Board

**DATE:** July 7, 2026

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

**SUBJECT:** EDAB Discussion and Economic Trends/Projects

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### **SUMMARY STATEMENT**

Discussion regarding terms, ex-officio status, and duties of the board

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### **REVIEW**

This presentation is designed to facilitate a discussion regarding the duties of the board and provide information regarding the ex-officio status of South Piedmont Community College and the Union County Chamber of Commerce, as well of any project updates and economic trends.

### **RECOMMENDATION**

Staff requests no formal action.