



## CITY OF MIRAMAR SISTER CITIES BOARD MINUTES



**October 28, 2025**

**6:00 P.M.**

A meeting of the City of Miramar Sister Cities Board took place at 6:19 p.m. on Tuesday, October 28, 2025, at the Parks & Recreation Conference Room (W-202E), 2200 Civic Center Place, 2<sup>nd</sup> Floor, Miramar, Florida 33027.

**I. CALL TO ORDER: Tracey Welsh, Chair**

**II. ROLL CALL: C. Nazima London, Secretary**

The following Board members Board were present:

Tracy Welsh, Chairperson  
Cheryl Larkin, Vice Chairperson  
Fred Brooks  
Dona-Lee Messam-Raymond

The following Board members were absent:

C. Nazima London, Secretary (Excused)  
Paul Moore, Treasurer  
Wilbert Hall

A quorum was achieved.

Also present:

Clint M. Conliffe, Staff Liaison/Economic Development Analyst,  
Economic Development and Housing Department (EDH)  
Paul Njoroge, Business Analyst Manager, EDH

**III. ADOPTION OF AGENDA: Tracy Welsh, Chair**

**Chairperson Welsh made a motion to adopt the September 30, 2025, agenda, as presented, Vice Chairperson Larkin seconded the motion; the motion passed unanimously.**

#### **IV. STAFF LIAISON REPORT: Clint M. Conliffe**

- **ITBE**

Mr. Njoroge stated ITBE was an organization based in the Caribbean who brought delegations made up of Caribbean businesses, and European businesses to areas in South Florida, including Miramar to engage with local businesses, looking for opportunities to collaborate. The event was held at the Miramar Cultural Center (MCC), along with the pre-FITCE reception for the City of Miramar Sister Cities. He said the feedback from attendees was very positive.

- **Florida Sister Cities VIP Reception (Pre-FITCE)**

Mr. Conliffe noted this event had a great turnout, at which Ms. London was present representing the Miramar Sister Cities Advisory Board; the event was well received by attendees, and there was a lot of networking. Several Sister Cities organizations were represented, the largest being from Fort Lauderdale Sister Cities with about eight representatives, as well as Miramar elected officials: Vice Mayor Colbourne, and Commissioner Edwards.

- **FITCE (Fort Lauderdale International Trade & Cultural Expo)**

Mr. Njoroge remarked that the subject event attracted numerous international delegations, including current and former nation leaders; the countries represented included those of Italy, Latin America, and Africa. The event was well organized in terms of vendors, speakers, and panel discussions that included the one on the advantages of establishing sister cities relationships. He recommended members of Miramar's Sister Cities Advisory Board attend the 2026 FITCE event and engage with some of the numerous international cities' representatives attending.

Mr. Brooks wished to know more about Miramar's participation at FITCE.

Mr. Njoroge responded that Miramar's representatives had a booth. Mayor Wayne Messam opened the event with a video, so attendees were able to see where Miramar was located. When attendees visited the Miramar booth, they were given a booklet showing the various aspects of life in Miramar, including culture, business, etc. He said the City's return on investment (ROI) from participating in FITCE was not yet evident, as it became evident when another city contacted Miramar about hosting events in Miramar, suggested a sister city engagement, etc.

Mr. Conliffe added that along with Mayor Messam, Assistant City Manager Shawn Gayle spoke at FITCE, and both Mr. Njoroge and she were moderators,

including the promotion of Miramar as a great place to visit and do business in those discussions.

Vice Chairperson Larkin asked if there was any representation from Belize City.

Mr. Conliffe replied that the main organization from Belize was Finance Belize, a private governmental people that was trying to give people information on great investments they could make in Belize; there was a follow-up event in Miramar.

Ms. Messam-Raymond asked which entity hosted FITCE, and what was its goal.

Mr. Njoroge responded that FITCE was held by The Broward County Office of Economic and Small Business Development (OESBD), of which the City of Miramar was one of the largest sponsors. Each year the theme of the event changed; in 2024 it was manufacturing, and for 2025, it was business relations; the main goal of the event was to facilitate business and governmental interactions.

Mr. Conliffe added there were over 70 countries represented at the event, and for the 2025 event, there were more people registered than in previous years.

- **Florida State Sister Cities Summit**

Mr. Conliffe stated the subject event would take place November 14 and 15, 2026, at which Mr. Njoroge and he would be representing Miramar; they served on the committee as well. They were actively promoting the event to other Florida cities.

Mr. Njoroge urged board members wishing to attend to contact Mr. Conliffe or him.

Chairperson Welsh reminded board members that the registration fee for them to attend the Summit would be covered by the City.

Mr. Brooks mentioned that he served on the Florida International Sister Cities Board, but he was unable to attend the Summit.

\* \* \*

Mr. Conliffe mentioned the City of Miramar hosted a delegation from Belmopan, the capital of Belize; when the City of Miramar Sister Cities delegation visited Belize City, they traveled to Belmopan, where Mayor Messam, and the Mayor of Belmopan, Pablo Cawich.

Ms. Messam-Raymond recalled in September 2025, there was an event at which

in attendance was a group from Alachua or Gainesville, asking if Mr. Conliffe or Mr. Njoroge was involved in that visit.

Mr. Njoroge answered no; that event was strictly to Mayor Messam; it was organized by his office.

**V. CHAIR REPORT: NONE**

Mr. Conliffe wished to add that Mr. Njoroge and he were invited to an event the coming Thursday hosted by Sister Cities of Delray Beach; they planned a breakfast event, and a dinner event. A few sister cities organizations would be present, including one from Africa, and one from Asia.

Chairperson Welsh asked if the event was open to other sister cities organizations.

Mr. Conliffe answered no, as a limited number of people were invited.

**VI. BELIZE SISTER CITIES COMMITTEE: Michael Young, Committee Chair**

No report.

**VII. OLD BUSINESS:**

- Selection & Management Process

Chairperson Welsh recalled that at the last meeting's discussion, the board was to be emailed a copy of the rubric, as each potential sister city was to be scored against the rubric as a part of the initial screening process; she had not yet received the rubric, asking staff to email it to the board members. Additionally, there was shortlist of the top three candidate sister cities that would be included in the intake of the screening if they would come onboard; the board wondered if this was a public process, or how would the board know who were the next sister cities candidates.

- Miramar Sister Cities Bylaws

Chairperson Welsh commented that a hard copy of the board's bylaws was distributed to board members at the previous board meeting, so members could review and note any recommended revisions. The board and staff could then review suggested revisions at a subsequent meeting.

Vice Chairperson Larkin stated she reviewed the document, and she found nothing that required any revisions.

Ms. Messam-Raymond said she, too, reviewed the document, and she found nothing in need of revision.

Mr. Brooks said he would review the document, and submit his feedback to staff in a few days, whether there were suggested revisions, or no need to revise them.

Ms. Messam-Raymond asked for clarification on the composition of the board, specifically, the directors at large coming from specific areas; for example: education, business, etc.

Chairperson Welsh believed, with regard to the seven board members being appointed by the City Commission, some members were chosen to represent specific sectors in the City. For example, a member was chosen to represent local business, education, and members appointed by each member of the Commission. In response to Mr. Brooks' request for more time to review the board's bylaws, she thought it acceptable to allow him a couple of days to forward his feedback to Mr. Conliffe and/or Mr. Njoroge.

## **VIII. NEW BUSINESS:**

- **Next Two Meetings**

Chairperson Welsh remarked for the past three years the board chose not to meet in November and December, as the meeting dates fell among the holiday dates in those months. In 2024, the board discussed holding the meeting on a date in the first two weeks of November, and this was something the board could do, or simply take November and December off as in previous years; either would be done via a board vote to approve the change. She said board members could submit their preference via email to staff, so a decision could be made by staff on whether a meeting would be held in either month. If the board chose not to meet in November and December, then the next meeting date would be the last Tuesday of January 2026.

**Chairperson Welsh made a motion to approve the board not meeting in November and December 2025, resuming meetings on the last Tuesday of January 2026; Vice Chairperson Larkin seconded the motion; the motion passed unanimously.**

Chairperson Welsh asked staff to email absent board members a notice that the

board would not be meeting in November and December 2025, etc.

**IX. ANNOUNCEMENTS:**

- **Next meeting: Tuesday, January 27, 2026 @ 6:00 p.m. EST**

Vice Chairperson Larkin announced the Greater Broward County Chapter of the Links, Inc., was interested in collaborating, or partnering with Miramar Sister Cities, and she served as the chaplain for that chapter.

Mr. Brooks sought clarification about the subject organization, and he asked what such a partnership could consist of.

Vice Chairperson Larkin explained the organization was chartered three years ago in Miramar; it was an international organization that started in Philadelphia in 1946 by women of African American descent with a focus on community service, and the black diaspora of the community. They were interested in participating in partnership opportunities with Miramar Sister Cities, so if the latter had an upcoming event at which the board thought bringing on a community partner might be beneficial to the event's goals, such as increased awareness, improved service to Miramar citizens, etc., their organization was interested.

Mr. Conliffe suggested either an organization representative, or Ms. Larkin could give the board a presentation to educate the board on the organization. Sister Cities International supported sister city organizations partnering with nonprofit organizations for the betterment of the community.

Chairperson Welsh added they could bring other representatives to help explain the areas in which Miramar's Sister Cities program could understand the potential areas for outreach.

**X. ADJOURNMENT:**

The meeting was adjourned at 6:47 p.m.



Tracy Welsh, Chairperson  
TW/cp