



## **MINUTES OF THE CITY OF MIRAMAR CITY COMMISSION WORKSHOP**

**NOVEMBER 5, 2025**

**5:00 P.M.**

A workshop of the Miramar City Commission to discuss a proposed City space was called to order by Mayor Messam at 5:02 p.m. on Wednesday, November 5, 2025, in the City Commission Chambers, Town Center, 2300 Civic Center Place, Miramar, Florida.

### **ROLL CALL/ANNOUNCEMENTS**

Upon call of the roll, the following members of the City Commission were present:

Mayor Wayne M. Messam  
Vice Mayor Yvette Colbourne  
Commissioner Avril Cherasard  
Commissioner Maxwell B. Chambers (Late 5:23 p.m.)  
Commissioner Carson Edwards

Members of staff present in the Commission Chambers:

City Manager Dr. Roy Virgin  
Debon Campbell, Dev'mt. & Intergovt'l. Affairs/PIO  
Shawn Hennessy, Office of the City Manager  
City Attorney Jordan Gary  
City Attorney Norman Powell  
City Clerk Denise A. Gibbs

### **PRESENTATION**

#### **A. PROPOSED CITY SPACE**

Development & Intergovernmental Affairs Officer, and Public Information Officer (PIO) Debon Campbell reviewed the subject item, as detailed in the backup, highlighting the following:

- At the October 15, 2025, Commission meeting, the City Commission and Broward College (BC) executed a sublease termination agreement concerning the second floor of the library, thus bringing the space back to the City of Miramar
- The workshop was to allow discussion to review conceptual designs, plans, etc. to facilitate discussion regarding the reprogramming of the space.

Shawn Hennessy, Office of the City Manager, continued the presentation

- The cost flow, and reimbursement process: Broward County invoiced the City on the master lease; the City paid the County to maintain compliance with the master lease; the City, in turn, invoiced BC and Nova Southeastern University (NSU) for their prorated shares that included parking, maintenance, and insurance
- The sublease termination agreement ended BC's lease hold rights, extinguishing all future reimbursement obligations
- The City was now fully responsible for the financial cost of the second floor
- The area was approximately 21,100 square feet that included a configuration of mixed classrooms, offices, and meeting rooms
- Access to the building was comprised of a shared elevator, and a stairwell with the library; there were 160 onsite surface lot parking spaces during non-peak library hours; at the Miramar Town Center garage there were an additional 190 spaces reserved for the second floor library space.

Mr. Campbell continued the presentation:

- City administration identified key, critical areas to provide city staff with more office space to address the continued growth experienced by city government services
- The proposal was to move a few city departments into the newly unoccupied space; these departments included Economic Development & Housing (EDH), Marketing, and Support Services in the initial stage
- The expectation was that moving these departments into the subject space would contribute to an increase in staff productivity, improved collaboration among staff, and boost staff morale
- The current size of the City's Building, Planning & Zoning Department was significantly reduced due to the housing of other departments within this department; these departments included Utilities, and even some City Manager Office staff; moving those departments' office staff into the second floor library space would greatly benefit the City
- Renderings were shown as to possible office configurations
- The second floor library space was move-in ready
- Staff proposed that the Miramar Innovation Center (the Center) should be housed in this space; an illustration of the an original space of 900 square feet for the Center was shown, and this size could be doubled to accommodate a better space for the incubator; next steps would include finalizing the Center, develop concept renderings and programming, and do a full security assessment; IT staff walked

the space to determine what was needed, and city staff engaged in discussions with various vendors; it was necessary to get full budgeting, and timeline in order.

MAYOR MESSAM: Thank you for the presentation. At this time, I open the floor for discussion by the Commission. Are there any members of the Commission that wish to -- have comments? Vice Mayor Colbourne, you're recognized.

VICE MAYOR COLBOURNE: Thank you for the presentation. Appreciate it. I think it's a welcome -- I want to say surprise, it shouldn't be a surprise, but it's a welcome surprise that we do have this additional space, because I do know employees have been cramped, and we have really had a shortage of storage space, and so forth. I do have a couple of questions. On the -- are we renting space anywhere that we could, instead of renting space, we could also use that location?

MR. CAMPBELL: I believe so, ma'am, like storage outside this -- the Fire Department, they rent a fire prevention -- so to answer your question, yes, that could be a possibility.

VICE MAYOR COLBOURNE: The Fire Department would be the only place?

MR. CAMPBELL: To my knowledge. I could double check, and find out for you.

VICE MAYOR COLBOURNE: Okay. Customer service. I know I took a tour through that area maybe a couple of years now; it was really nicely decorated; it looked really pretty, but it was also very small.

MR. CAMPBELL: Yes.

VICE MAYOR COLBOURNE: So would there also be a potential to expand that area, whether it's in the area where they are, or in the building as well?

MR. CAMPBELL: Yeah, the library, the second floor would probably be a good option for that, because there's a lot more space; they're in a small space now within the Building, Planning & Zoning area that we have. But to answer your question, yes, ma'am.

VICE MAYOR COLBOURNE: Okay. And our Marketing area as well. Did you mention Marketing?

MR. CAMPBELL: I did. So we initially -- the key critical areas that we identified to the initial space was EDH, Marketing, and Support Services. We could easily, you know, look at 602, the communications arm as well, and include that in there as well, or do a swap out, but all very viable, and definitely critical areas that need addressing.

VICE MAYOR COLBOURNE: Okay. Commission storage. I know we currently -- we've been working it out. But if there's an opportunity somehow to be able to expand, and

provide area for additional storage. And, actually, when it comes to office space, we have individuals in our offices that are sharing spaces as well.

MR. CAMPBELL: Yes, ma'am.

VICE MAYOR COLBOURNE: So do keep that in consideration as you're moving things around, as you shuffling space to see how, perhaps, you can accommodate those areas as well. After-hour access, what type of after-hour access would we have, because I believe the elevator is in the library.

MR. CAMPBELL: Yes, ma'am. And so in our initial conversations with IT, we would probably have a similar access point with our badge, where we would just key in, and, possibly, punch in a code to access our portion for the second floor.

VICE MAYOR COLBOURNE: That would be without accessing the rest of the library? Is there some other way to -- is there a gate that goes down, or something that keeps us out of the library?

MR. CAMPBELL: Yes, ma'am.

VICE MAYOR COLBOURNE: Okay. All right. Very well.

MR. CAMPBELL: And our area will be secure of course.

VICE MAYOR COLBOURNE: Okay. Good. The Miramar Innovation Center, you said?

MR. CAMPBELL: Yes, ma'am.

VICE MAYOR COLBOURNE: What does that look like?

MR. CAMPBELL: I believe -- I don't know if you were on the tour, but if you recall, there's an Innovation Center NSU, where it's a pipeline for entrepreneurs, or youth to kind of have a space where they could be creative, and mind flow, and they would have a designated area space to come in, and work out business plans. In addition, if you've been to BIND Space here in Miramar, where they have access to workspace, and conference rooms, and things of that nature probably to the next level, and we could really create a hub here for South Broward County with that space in the library.

VICE MAYOR COLBOURNE: So is it similar to -- I know what they have at NSU, and I'm not sure how long it took to build that. It's a beautiful facility. I'm not sure the cost, or how long for them to get there, or what steps they took to get there. But is this, as well, a business incubator? Is that part of it?

MR. CAMPBELL: Yes, along those same lines.

VICE MAYOR COLBOURNE: Okay. So I'm not sure how far developed we are in that, and I'm assuming that we're not very far, although we've been tossing it around for a long time. I know when it comes to incubator, you know, I guess before it was an innovation center, it was incubator, and I do recall even when I was in Economic Development, a member of the Economic Development Board, that was a constant discussion. So I think this brings us closer to actually being able to accommodate something like that. What I would like is to have a workshop at the appropriate time for the Miramar Innovation Center, so that we can get a good grasp of what we're looking at in that respect. Thank you. Appreciate it.

MAYOR MESSAM: Thank you, Vice Mayor. Commissioner Cherasard, you're recognized.

COMMISSIONER CHERASARD: Thank you very much. And thank you guys for the walk through, as well as the presentation outlining space, and the history of how this space became about. And I wanted to know when we said we are now responsible for the full operational cost of the building, what does that number even look like.

MR. CAMPBELL: Roughly, it's about \$80,000.00 annually, and -- yeah, that's what that number looks like.

COMMISSIONER CHERASARD: And I also had a question about delineating the innovation center from the small business incubator, or if they can -- or if they even flow well housed in the same space when it comes to access for what the innovation center does, and what we're trying to get done with the incubator. If they all can live happily in one space, or should they be separated a little bit more, so as to find -- I mean I that's why, I guess, our Vice Mayor asked for a workshop on tailoring those.

MR. CAMPBELL: Yeah, and we can define it more. I believe at that workshop, and probably bring some ideas, and also our collaboration with the partners that it'll take to get to where we want to be at, as it relates to the business incubator.

COMMISSIONER CHERASARD: Another question that I wanted to ask; I know we mentioned that there's going to be specific access for city staff, so it's going to be like a hard stop. And I was wondering about the space once it's built out to be used for community purposes, if there's a way for it flex into a training room for small businesses who need a training room, or organizations who need an extra room to meet. If we're using up 100 percent of the space; and if it's needed, it's needed for city staff to grow into, or if there's any wiggle room for a portion of it to be accessible for community use, with, of course, the right privileges, or do we need 100 percent of what we have over there to make the city staff grow comfortably.

MR. CAMPBELL: I think, probably, at this time we might need the full area.

COMMISSIONER CHERASARD: The full thing? Okay. And so that option of flex spaces for the training rooms might be out of the question if it's going to be --

MR. CAMPBELL: We might be able to incorporate some flex areas that might be able to change and do both, perhaps, but I do know we have some, you know, critical needs that need addressing.

COMMISSIONER CHERASARD: Okay. My last question I did was I see we have some reserve spaces, and I wanted to know if those were spaces for persons who had already put in bids, and opportunities to rent the space if we did not move into it. Are those true offers, or are they just interested persons who said they would be here.

MR. CAMPBELL: I believe this is for the Commission meeting.

COMMISSIONER CHERASARD: That's for later? Okay.

MR. CAMPBELL: Yes, ma'am.

COMMISSIONER CHERASARD: But there are bids? There were offers that came in? Interest from other parties?

MR. CAMPBELL: We get interest all the time from all aspects.

COMMISSIONER CHERASARD: But, for now, we're focusing mainly on making sure the City gets first dibs, and what we would put there?

MR. CAMPBELL: Yes, ma'am, we've identified critical needs that we need to address.

COMMISSIONER CHERASARD: Thank you.

MAYOR MESSAM: Commissioner Edwards.

COMMISSIONER EDWARDS: Thank you, Mr. Mayor. Thank you for the presentation. Couple of questions I have is, one, loss of revenue from the agreement, how much did we lose with that; is that a revenue loss to us?

MR. CAMPBELL: No, sir, it's not a revenue loss. Essentially, how these agreements were set up is pretty much a complete wash. As Mr. Hennessy explained, you know, the County would invoice us; we would then pay the County, and then we would seek reimbursements from Broward College, and NSU now; we just don't have that cost -- I wouldn't say income, that reimbursement coming from Broward College. But, yeah, there's no -- we weren't making any revenue on this activity.

COMMISSIONER EDWARDS: We were not making any revenues.

MR. CAMPBELL: Correct. This was not for generating revenue.

COMMISSIONER EDWARDS: Okay. All right. I know you identified a couple city departments that are in dire need of space. Are there any other departments that could utilize the space, even as we think forward?

MR. CAMPBELL: I'm sure there will be; and there is -- I misspoke, I'm sure there is, but right now for the -- as far as critical, we've identified those. Can we do some moving around, and swapping out? Absolutely. And we'll probably do a reassessment of that, but, as of right now, those are the critical needs that we see that we need to address right now.

COMMISSIONER EDWARDS: In utilizing the space with one of our departments, and then the innovation center, are we thinking of creating revenue sources for that area?

MR. CAMPBELL: It could be possible, and I think we could probably address that, and we'll have some answers in the next workshop, because those are all possibilities.

COMMISSIONER EDWARDS: Okay. All right. Thank you.

MAYOR MESSAM: Thank you for the presentation. The space definitely presents many options for the City, in particular what I can think about is that today to build 21,000 square foot structure ground up would, perhaps, be, depending on the use of that facility, you know, anywhere between, you know, probably six to eight, nine million for a facility. So to have that type of space is invaluable. So to have 21,000 square feet to be able to accommodate some of the critical needs for some of the departments that are -- that have already burst beyond the seam is great. To respond to a couple of the questions regarding the Miramar Innovation Center, the City went through a feasibility study regarding the Miramar Innovation Center, which was originally -- the concept was -- the master plan off of 69<sup>th</sup> Avenue where H.D. Perry, Youth Enrichment Center, the townhouse development -- thus, the area was called the Miramar Innovation Center to try to attract density, and co-location of mixed use in the area. I would say -- and then with that feasibility study, it presented what a potential cost would be to build a facility, which I think was around, maybe, 15 or so million dollars; I can't remember the exact amount; it was a significant amount, which made it cost prohibitive for us to have a home, or a space for an incubator/innovation center, or entrepreneurial services concentrated resource for the community. I would say a good way to view the Miramar Innovation Center is to look at it from a programmatic standpoint. Basically, what the Economic Development & Housing Department is doing right now with our small business community, with the development of the MBA Program, the Miramar Business Academy, all of the resources that are taking place basically serves as a foundation to feed into what this can be. In terms of models, it was mentioned Nova Southeastern University, they have an interest in extending programs through the City of Miramar to serve as a feeder for their program as well, and resources, they see the synergies, in terms of income opportunities; Commissioner Edwards, I think you asked. Their center, they generate revenue from the

residents and businesses that have different membership levels, so we could develop a program, and fee schedule based off our community, which would be accessible, you know, for those businesses. But I just think that with this amount of space, you know, when you can talk about bringing on several departments, and have space that could be able to accommodate some of these other needs that have been discussed is just a great opportunity for us. So having a separate workshop on the Miramar Innovation Center, I think some of us had toured their facility, see the opportunities where there can be training, whether city staff training, these businesses that would be members of our residents, our participating in the Innovation Center, to have a place where organizations can meet; these businesses can have consults; for those that would be residents in their viable business is a place to grow. It's a great opportunity for us in the City to support the current activities that's taking place in Economic Development Department beyond what's even going on right there. There's a lot of energy out there; it's a great need; and especially with the evolution of, you know, technology, artificial intelligence; we could even extend resources to our residents who may be looking to reskill, to learn different things. So it's a great opportunity for us, so I appreciate the presentation, and look forward to see how these departments can go in. I think the proposed departments: Marketing, and Economic Development makes sense. It would be synergistic to any use that they could have there if the Commission and administration have it there, because those are the two departments that would support it the most. And I just think it would be a great opportunity to explore even further with the collaboration with city staff, and the Commission, and the community, and the business community. Commissioner Chambers, I know you just arrived. I'm not sure if you were able to listen in, or hear any of the presentation, but you're recognized if you have any comments or questions.

COMMISSIONER CHAMBERS: Thank you, Mayor. I did not have an opportunity to listen in on the presentation, but I have a good idea as to what has taken place with the space that's coming back to the City. And let me just say I hear you, Mr. Mayor, it's a good idea; it's a great idea, but we have to be practical. The City of Miramar is a government agency, a governmental agency, and we're not good at running certain things. I know the studies that was done for the innovative technology; to outfit a building was quite expensive with the technology that would go in there. Of course, we would save the cost of building a building, but most of the cost would come from outfitting with the technology, and then because technology is ever changing, that was so fast changing, we have to keep up with that, and things would be rapidly outdated. And we wouldn't be able to keep up, because as a government agency, we don't have money sitting around to do certain things; we have to go out and get a bond, get a loan. We're not generating endless money, like Microsoft, or Meta, you know, companies can make unlimited amount as possible. We have to work within our residents' contribution, and rely on what comes in, and that's it; we don't have an excess. So as far as trying to help our residents with technology, the one at Nova, the County funded the innovative technology building is right now struggling; it's underutilized, and it's a lot of technology there, and they're 20 minutes away from here. Now I think if the City want to help our residents who are show interest in something like that, we should start a funding from the budget each year, whether it's \$100,000.00, 200, 500, 600, and we'll put that into an account, and it will build up. And if we find

students from our community, residents, we could fund them, those residents going to Nova, we can -- by funding them to make sure that they still have that opportunity to showcase, and build on their talent at Nova University, and they still wouldn't feel short. Because the City of Miramar would still be investing into keeping Nova going, and also keeping our students, and residents going there to take advantage of that mass technology that they have there. I'm not sure if they're still -- they were looking into building out a mobile unit that would come out, and if they're still doing that, then that would be a plus that would come to the City of Miramar, and that would provide some opportunities for our schools, and young people to kind of see what they're doing, and then, eventually, they would end up up there at the library, where they have all of that technology. They have the funding, they have the money; they could keep up with the changing of technology, and it would work, because we're not forced to put a lot of money up front, and to keep a lot of maintenance; they would take care of that. So that's just my suggestion. Being here over ten years, and see how certain entities that we put in place, and see how some of it operates, and the efficiency of it, and we can -- we've got to find a better way. And what I'm looking at now with the -- that space, I see where those free rooms in the back, and the north -- on the eastern side of the building, where two of those rooms can be converted into a rental space, like a banquet hall, to where you could use two together, or you could rent one, similar to our banquet hall, and then one room would be used as a storage area. It would take the pressure off the banquet hall here, and the elected officials here, and staff would have access to use that. And now what we have, the restriction of bringing food into our banquet hall. We have a space that we could rent, and the renter could just bring their food, because our banquet hall is getting more booked, and booked, and this space would kind of provide some relief for that. And, as elected officials, it's five of us that are very active; it's not like it used to be; we're always ever doing things, so that's one suggestion with one of the space there. I see where they had the lab there before; there's a local school that's interested in renting the lab space; it's already set up; don't have to do anything; it's easy for them to move in, and occupy the lab. Now, as far as, you know, doing some other rental with the rest of space, that was still available to look at every rental, and still bring in revenue. I think, going into next year, where we're going to look for cuts, and savings, and possible lowering the millage rate, any of our space that we can maximize renting, and revenue coming in, I think that's what we need to look at. How can we have more savings, and generate a little more revenue going into the future. There's so much uncertainty to come, and we got to start looking at how can we offset the uncertainty ahead of us, and making sure that the City stay whole, and still provide services to our residents. They are enjoying the level of service that we are providing, and I know if we have to make cuts, we will, but if we can weather the storm to come, I think that would be a good thing. So that's just some of my suggestions. We could look at other things; I'm open to all suggestions, but my thing is how can we generate revenue while still providing good service to our residents, and our students and give everybody an opportunity. But I truly like saving money for our residents to still pay the way to develop their skill, and have an opportunity to go to an experience the innovative technology at Nova. So that's just my two cents. And thank you for the presentation, and working on this. Thank you.

MAYOR MESSAM: Thank you, Commissioner. Couple responses. I appreciate your perspective, and your comments added to the discussion. I, obviously, have disagreements with some of the positions taken; not saying that they're wrong, I'm just saying disagreements, in terms of information, and clarity, so my comments are primarily based off of direct meetings, and communications with some of the entities, and positions taken on those entities. First, as it relates to Nova Southeastern University, and being underutilized, based off of our more recent visit with them, I don't see, based off what they have communicated with us, to be consistent with the position that was taken. There are some demographics that they are trying to increase, and that is reaching young entrepreneurs. In terms of their residency, their offices are extremely utilized. In fact, you have some exciting energy going on in there with businesses that are very successful, and have grown through the development due to resources available through Nova Southeastern University. If you speak with our Economic Development Department, they will share with you the high interest in getting access to resources, and information to grow businesses right here in the City of Miramar. You teach people to fish; you teach people to be productive, and have an opportunity for economic prosperity, and solving a lot of economic challenges in the marketplace, and this is what this is all about; not us depending on Nova Southeastern University; not us investing, and building up an entity that we don't control, an entity that we don't have a board seat on; an entity that we receive nothing from except them wanting to partner with us, and are excited about the synergies that could be created between our facility. As it relates to cost, the 21,000 square feet is already built out; already build out. There is immediate space for any department to go to, as well as if the Miramar Innovation Center, or incubator was to go there with initial, minimal buildout requirements. Now there may be some; there will be some; in an ideal situation, be able to incorporate some of the aspects to further enhance specific programming that would take place. But it pales to what it would be if we were building ground up, or building into an empty shell to build out. I think many of us, if not all of us have toured the space, and what I'm saying is true; it's built out; there's immediate space right now to occupy that use without significant investment. So I think for a productive conversation, and productive debate on the topic, that we get cost assessment, and the workshop to see what initial use, and cost it would be based off of existing conditions on the site, and what needed alterations which will be needed to fulfill the purpose of it. Then I think we all can have a more productive discussion regarding fiscal impact, and cost. Also, I think the area of events, and social activity is not a need, or a lack in this community, because we are one of the leaders that we offer excellent community, and cultural engagement in our city, and the facilities that we have at the Youth Enrichment Center, the Alexandra P. Davis Multi-Purpose Center, the Sunset Lakes Center, the soon-to-be community center built on Douglas for community banquets, rental opportunities for group gatherings, community gatherings. To utilize the second floor when departments need space, when our business community -- we'll literally have a home to create millionaires; we literally have a home to help mom and pop businesses be able to understand their economic surroundings, and provide them opportunities to not only survive, but to thrive in a customized, unique way for our community. Something that may not be necessarily guaranteed at another provider that we don't control that program. So I think that when we really sit down to talk about the

prospects of what this innovation center could be, and how it can benefit our community in a very specific way, I think that all of us can find how it can help even the businesses that we know, the businesses that we see every day. And for us to have the opportunity to have real estate available, pennies on the dollar, and our major investment would be more so on programming. Yes, there is some technology, but most of the technology that is needed is virtual, computers, access to the internet, it's the synergy, and the collaboration of businesses sharing ideas, bringing in other entities in to teach certain technologies. So conference room, flex space to do presentations through visual -- standard audiovisual equipment that we're using right now, I really think that with a comprehensive presentation, collaboration, in conjunction with the programming -- existing programming that we have right here with our Economic Development & Housing Department will make a compelling case that we can -- we're already starting the program; the programming has already started. So I just don't want this discussion to give the impression that this is a Mount Everest, or Herculean effort, when we're already doing the work, and we have an opportunity; we have partners knocking on our door to enhance what we're doing. And the programming has already started, and this is a great opportunity that, if we don't take advantage of can be missed, and no other city would be doing what we're doing for our local businesses, for our residents. We're literally creating a learning environment, a creative environment for our residents to be -- get upskills, on making them more marketable for the jobs of today, helping our businesses have an environment to grow as businesses; and I get excited talking about it. And I'm really looking forward to this upcoming workshop, which can talk about the prospects of what is before us. Commissioner Cherasard, you're recognized.

COMMISSIONER CHERASARD: Thank you, Mayor. So what I do want to point out in -- in my observation, the question asked about the full use of the space. And the total square footage, remind me again, please?

MR. CAMPBELL: 21,000.

COMMISSIONER CHERASARD: 21,000 square feet. And I had initially asked about the hard use for city staff, if we needed 100 percent of that space to grow the departments that you're talking about. I'm trying to remember what your response was; is it so needed that we need a huge bulk of that space to grow the departments as we've kind of envisioned, or is there room for that section all the way to the left, and I'm not sure how much square feet that might be; it may be about a third of the total space. But, ideally, you think the bulk of the space needs to be departments going in?

MR. CAMPBELL: A good majority of it, but we could -- I think it's -- we're in a perfect opportunity right now; this couldn't have come at a better time. And I think once we kind of get together, and, as far as planning for that next workshop, and we could see, and, you know, we started some renderings of 900 square feet, so, you know, we could really take a look and see how we could build on that. So I think it's possible, where the opportunity is there.

COMMISSIONER CHERASARD: So, ideally, you had mentioned a number of about 1,800 square feet for what we would be doing for the businesses; you had 900 proposed, but you can grow into 1,800, if that's an allotment. Everything else you would need for city departments?

MR. CAMPBELL: Possibly.

COMMISSIONER CHERASARD: If it comes to that? So what I'm really trying to get as is, we are thinking about moving EDH, and I want us -- when you specialize, you get better results, and I know EDH, as Mayor said, there's programs already in place for EDH. I don't want us to get caught up in the title of innovation zone, and mimicking what Nova is doing. EDH has programs for our small businesses, our young entrepreneurs, and our residents to learn how to be successful within, and without the city limits. If they are going to be housed there, then what's housed next to them should really flow from the programming that they already have, and it can encapsulate the small business incubator, especially since the space we're talking about seems like it's less than 2,000 square feet you would see as an allotment. Trying to fit a square peg into circle hole, and make it this, maybe, more elaborate thing than it needs to be; I think we need to properly customize the small business incubator, because it would flow from the EDH Department. We don't have to call it innovation, but we can be innovative with it, but it should be customized for what already flows from programming, and have some space to grow a little more. But to have the vision of more than we have space for is what I'm trying to find out is kind of taking us further down the road with the spaces we seem to have as our disposal, which is 1,800 square feet after you've given staff space.

MR. CAMPBELL: Yeah, possibly. I mean once we get with the architects, and the engineering firm, you know, we could -- I think we could explore more opportunities, if need be.

COMMISSIONER CHERASARD: Okay. It's just the title in calling it something that's already an established, fully functioning innovation center, when we may not get that far; we may get some parallels to it, but we won't be creating in that small space. If it's a small space once we kind of chop it up, expound on what we're doing, and bring innovation into that, but not to make it an innovation center. It seems like we need something more if it's going to be this grand scale innovation center, but we can soup up what we're already doing, and add technological advances to the space for the small business incubator, because it seems that's all the space we have, unless that changes.

MAYOR MESSAM: Commissioner Chambers.

COMMISSIONER CHAMBERS: Thank you, Mayor. You make some very convincing arguments, but there's a reality. The Broward County School Board are redefining; they have a lot of space, and less students; that's the reality on the ground. Are we talking with Broward County School Board, in terms of redevelop their curriculum to have innovative technology in the schools to start the young ones at an early age, and introduce

this to them to make sure they have that foot in from school, so that they could end up at Nova, where they have that place. You know, that should be a compelling argument to make with the School Board; how can we help to redefining your space while you are redefining all the schools. You know, this should be front and center with our school, our taxpayer money, which the County is getting more money from our residents' tax dollars than the City is getting. Because the County is getting 28 percent, the School Board is getting 32 percent, the Drainage District, Hospital, and so forth. So we only getting that 35 percent, if that much, so that redefining should be a part of this technology situation, where it start in the schools. Secondly, we are -- at this level, we are catering to a small population in the MBA; we have people coming from all over the country coming to this wonderful MBA program that we have; people driving from as far as Naples, far north, to -- I forget the city, but like seven, eight hours away to come here, because Miramar have an open program for everybody; doesn't matter where you live. Most cities are catering just to their residents. You go to Pompano, you go Hollywood -- you're not coming in here. You go Pembroke Pines, certain places, they're not accommodating nobody else in anything but their residents. And somebody got to pay for things, you know, there's a cost for things. And I'm not saying don't do it; if that's what we end up doing, that's fine. We are just having an open debate, and making suggestions. I've seen a lot happening over the years; I sat right here in this chair when we were having debate about the Cultural Center not making any money, and this is like ten years ago. Are they having more events? Yes. Are they making enough money to pay for themselves? No. And the budget when I started here was \$200 million, and now we're over \$400 million. I sat right here when with the amphitheater was supposed to be the savior for the City, was going to generate revenue. Is it generating revenue? No, it's not saving the City. It's a big building just sitting there that's supposed -- should have been generating revenue. And I could go on and on and on. When are we going to start kind of looking out for the taxpayers, somehow, and have a balance of -- I know we're not a company, but, you know, bringing back some revenue to offset some of the things that we're putting out, you know. And I'm not saying totally no to have a program at the space there; maybe there's something that's acceptable, but I think we need to look at everything, you know. How much revenue can we make by doing this, instead of doing this, and don't make anything at all, you know. This Commission is very active, and we -- a lot of time, the banquet hall don't make no money, because we need to use the space. Now we potentially have a space that we could allow the banquet hall to rent more, and generate revenue, while we utilize the space for some of the things that we're doing. It's big enough, we can accommodate us, and also rent to our residents. It's a larger population that looking to rent space for weddings, for, you know, a large party. The banquet hall is limited. You just barely can get 300 people in there. So, you know, it's -- and I'm just one person here, and, you know, maybe my ideas is not the other person -- no one can see the way I'm seeing. But I'm just looking at numbers, and commonsense. You know, I'm a practical person; and I'm a commonsense person, even though commonsense is not common anymore. But number went down so much with these schools that they are closing schools, and with the technology taking over, they should be something more front and center in schools, you know; that's where it should really put, and have the students have a good grasp of that, so they can develop, and then we could have a smaller scale for

older folks. And, like I said, if we invest a savings account for residents that need to further their development, and we're not killing the budget; we only taking -- whatever that number, you know, is. Like I said, I'm open to any amount that we put away into a savings account just for innovative technology, where if we identify some residents who want to go to Nova, we could pay for it; and if there's a cost to it there. You might go, and you start out with the free stuff, but then, eventually, there's a high cost. And if we have a bank account that could pay for that, we don't have to spend millions to build out the space, and to maintain the space by keep changing things. So I might be wrong, and I could be wrong, because I don't know much, you know, I'm just a little guy, you know. So we see where this go from here. Maybe we need to hear from our residents, you know, and maybe we need to stop taking care of everybody else, because it's going to get rough in here. If we start lowering our millage rate, we're going to be catering to homeowners by lowering our millage rate, you know. Maybe that's something that would makes sense to people who are really paying their share of their ad valorem taxes. But what do I know? But I'll let somebody else take the mic; thank you.

MAYOR MESSAM: Vice Mayor Colbourne.

VICE MAYOR COLBOURNE: Thank you. Well, clearly we need a workshop. I think you have full consensus for a workshop, so that's one thing that we resolved this evening. I would say that the discussions have been great; the input from everyone. I do want to say that the idea of having some sort of revenue, or recovery from our Economic Development, or from the Innovation Zone, or something like that, I think it's something that's worth looking at. So maybe when we do have the workshop, if -- if we could come up with some different types of models as well, or some opportunities that we could have there would be good. I think that would definitely be a good thing. How soon do you foresee our staff being able to make that transition into that building? What does it take? How much time does it take to get them ready for that?

MR. CAMPBELL: I don't anticipate for it to be long. We've started the -- our talks and the internal meetings, you know with IT, so we just have to reach back out to our vendors, now we could assign the areas -- I don't anticipate it being long, but I don't want to put a timeframe on there. But I wouldn't anticipate it being long, because it would be -- it's move-in ready, you know, it's just -- the cost would be low; it's just ordering some cubicles, and, you know, maybe some furniture in. But probably the main thing would be the IT piece, and getting -- getting it secured into our standard.

VICE MAYOR COLBOURNE: Okay. So it's not a matter of doing a design contract, or design the whole floor, --

MR. CAMPBELL: No.

VICE MAYOR COLBOURNE: -- come back for construction. Either way, whatever it takes to get us there. I just -- keep us posted on that.

MR. CAMPBELL: Yes, ma'am; will do.

VICE MAYOR COLBOURNE: Not just this initial, and then we don't hear anything else until the ribbon cutting. But once you have identified the different locations, and stuff like that, and you would check back with us on addressing these issues, it would be really good.

MR. CAMPBELL: Yes, ma'am.

VICE MAYOR COLBOURNE: Thank you.

MAYOR MESSAM: Commissioner Edwards.

COMMISSIONER EDWARDS: Thank you, Mr. Mayor. I think, one, where I'm coming from, and I think it has been said here, we need to do our very best to make this revenue generating, as well as accommodating staff. But what I would like to add here is, as we -- and we've gotten several very good comments from members on the dais here, but what I think we need to be mindful of, and we toss this word around, "innovation", but where we are today, with technology, and innovation, in terms of what the City is going to look like in the next ten years. Last week our Mayor outlined a vision for the City, and we need to look at how we fall in line with that, because technology is going to change things. The City is going to change, and we've seen rapid change, and we're going to see some more change, and development within the City, and we need to be able to think ahead of that. And Commissioner Chambers outlined some situations, where -- and some projects that did not come to fruition, did not deliver as planned, and I think we need to be mindful of just how we utilize a space like this, because I think we have an opportunity, and I would say a golden opportunity to utilize the space to begin that move to take our city forward with the next ten years with a vision of a very forward-thinking city. So my two points: let's think innovative, and let's think revenue generation. Thanks.

MAYOR MESSAM: Thank you, Commissioner Edwards. And I think those are two guiding principles that are consistent with the best and highest use of the space. And there was a lot thrown out there, and I just want to keep the conversation specific, comparing apples to apples. Cultural Affairs situation many years ago, that was more so a -- the setup of the Cultural Affairs being designated an enterprise fund, which was realized that it shouldn't be an enterprise fund, because culture was being provided by the City to the residents, and it shouldn't be seen, or viewed, or operated like utilities, which is a true enterprise fund generating revenue for uses of that system. We could go on and on about the amphitheater, but I think we all would agree that the big issue with the amphitheater was operation and the contracts between the operators. The general manager, and concessions, and that agreement was the biggest -- is the biggest impediment for the amphitheater. That's a whole other workshop that we do need to have a conversation, so we can determine what the future of the amphitheater is going to be, and what the operational, and concessional situation needs to be. So I just want to put everything into context, in terms of apples to apples. And we use the word innovation;

whatever the word is called, at the end of the day, we got a responsibility to make sure that our residents prosper, to make sure our businesses prosper; what are we doing to prosper them, to give them resources to succeed. Not doing it for them, but creating an environment. So what I would ask is that we see the space for the space. The space is the space, a home, a place where people meet, convene, gather. It's the programming which is the sauce. The programming that we put together to grow. So whether it's 2,000 square feet, 1,800 square feet, whatever that space is, it's the programming that makes it work, and that programming in that system can be a fee-based system that works for the community. And when we have the innovation workshop, I would ask that staff, the Economic Development Department, give a complete understanding of what the Miramar Business Academy is. It's not a place where people drive to; it's a virtual program. They go online; that's why a lot of people from all over the place. But the log into is virtual; and, in fact, the dollars that we give in grants can only be given to Miramar residents, so whatever the incubator, innovation center, whatever name the Commission wants to give it, we prioritize Miramar. Those who would have residency, we prioritize Miramar. We can make it whatever we want; let's not cripple ourselves by limiting opportunity based off what a term is; it's what we make it; it's what we can achieve thinking beyond the beyond, because I know we can do it. There's so many success stories from Miramar businesses that's being supported by our department right now. Can you imagine what could happen with a home for this programming? I know we can do this, and I know between our dialog, I think all of us, and our hearts are in the right place, and I welcome all these comments, and these have all been great comments. We disagree on some items, we agree on some as well, so the time is 6:07. We have a workshop -- an executive session, and we'll follow up with the presentations from staff in upcoming workshops, and I really appreciate, and respect every one of your comments that have been given today, and they add value. And for purposes of the space, I think the consensus is that we have opportunities. There are some departments that can use it; staff is saying that those critical departments would take up a good portion of the space, but there is excess space beyond those two departments that could be used for either other departments, or other functions and programs that we would decide as a commission, and city administration's support, correct?

COMMISSIONER CHAMBERS: I have a final comment. I'm in the queue.

MAYOR MESSAM: Go ahead Commissioner Chamber.

COMMISSIONER CHAMBERS: Thank you. Thank you. I just want to remind everyone that history is on my side. I -- every opposition that I ever have is always come to fruition. And sometime I don't have a problem with a project; it's the way it's been sold. When people package things, and sell it to you really good, and then you know that end result is not going to be what they're selling to you, that's where I have a problem, you know, and I could point to a number of things. I won't get into that tonight. But that's the thing I have a problem with, it's that, you know, things been sold a certain way, which will never come to fruition like that, and we need to really take a deep look, like Commissioner

Edwards said, and make sure, you know, we're really on the right footing. I think I'm going to leave it there.

MAYOR MESSAM: Mr. Manager, any other points?

CITY MANAGER VIRGIN: No, sir. We expected a good discussion, and we have one. We'll come back with the workshop on the technology innovation center, and the -- and to look at how we can divvy up the space. It's just what we thought to be the initial conversation; I'm happy that we're having a good discussion on this, so we'll reconvene with another workshop on the innovation technology, and the center.

## **ADJOURNMENT**

MAYOR MESSAM: All right. Hearing no other business being discussed, this workshop is concluded, and we'll go up to executive session. Workshop is adjourned.

The meeting was adjourned at 6:10 p.m.

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Denise A. Gibbs, MMC  
City Clerk  
DG/cp