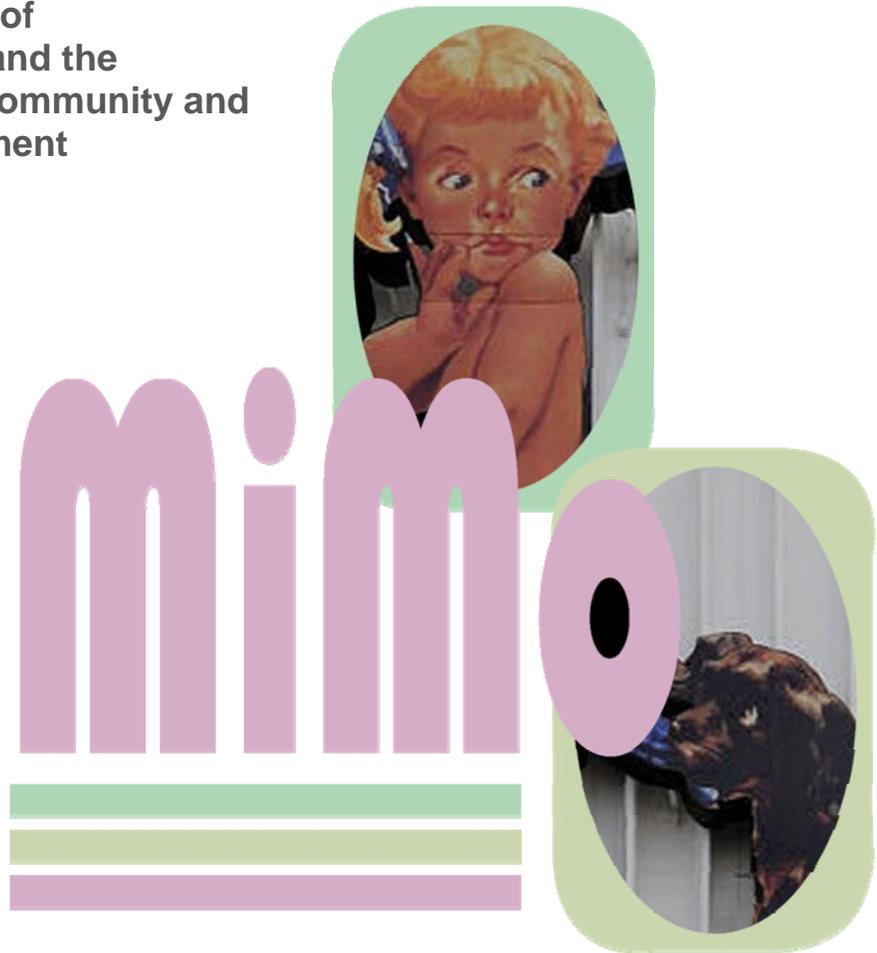


# A Report to the Miami Modern District

Presented by the students of the MBA 607 consulting course  
under the guidance of  
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## **INTRODUCTION: WHAT IS MIMO?**

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Nestled in the city of Miami's Upper East Side, the Miami Modern District – commonly known as the MiMo District – is a 27-block corridor that runs along Biscayne Boulevard for about 1.74 miles. It begins at about Northeast 50th Terrace and runs north to Northeast 70th Street. The district is less than a mile wide, running from the Florida East Coast Railway tracks east to the bay.

The district, which dates back to the creation of Biscayne Boulevard during the mid-1920s, is centrally located and accessible from many points of interest in Miami-Dade County. Many historic motor lodges and motels still dot the Biscayne corridor, reminiscent of the area's heyday during the 1950s, when northern tourists traveling down Biscayne Boulevard (U.S. Highway 1) would check in and spend a few days in Miami, enjoying its beaches and tropical setting. Today, the MiMo District is in the midst of a comeback, trying to recover a historic image that has been stained by more than three decades of prostitution, drugs, the homeless, riots, protests, thefts and violent assaults.

As of 2009, the MiMo District is home to more than 48,000 residents. The average resident is about 37, lives with a spouse, relative, or roommate, and typically earns less than \$15,000 per year, according to city of Miami statistics. Figures indicate that a majority of MiMo District residents – about 21.7 percent – tend to be low- to middle-income earners. Approximately 8.3 percent of the area's population earns more than \$50,000 per year and 6.15 percent earn more than \$75,000 per year. Members of the latter group tend to live east of Biscayne Boulevard in affluent, gated communities such as Magnolia Park, Bay Point Estates, Morningside, Bayside, Belle Meade, Shorecrest, and Palm Grove.

The district is in the midst of a redevelopment effort with a goal of transforming the area into a South Florida destination point, thereby resulting in new job creation for the area. This report will identify the strengths that the MiMo District currently has as well as outline potential opportunities that may be exploited. It will also identify current weaknesses and threats that must be mitigated or eliminated in order to aid the redevelopment effort.

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## MiMO: PAST & PRESENT

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The birth of the MiMO District is inextricably linked to the development of Biscayne Boulevard, a thoroughfare that has served as an artery between Miami-Dade County's northeastern communities and downtown Miami for more than 80 years.

### The “Grand Boulevard”

At the turn of the 20th Century, Bayshore Drive was the only road running along the bay from Northeast 1st Street to Northeast 13th Street. In order to enter Miami from the north, one would have to take West Dixie Highway along Northeast 2nd Avenue, angling across the railroad tracks along Northeast 36th Street.

As the area's population grew, so did traffic. By 1925, the need to build a broader roadway to speed up traffic flowing in and out of downtown Miami became evident.



Biscayne Boulevard during the 1920s

“Traffic conditions were so bad during April 1925 that motorists and officials alike ran temperatures all day long. Originally adapted to horse and mule vehicles, Miami streets during the early motor age had little bothersome congestions. But suddenly, these streets were filled with vehicles from every other state, including the Bronx, all competing with the home boys to get somewhere in a terrific hurry.”

– Kenneth Ballinger, *Miami Millions*, 1936

In December 1925, the city of Miami approved to expand Federal Highway (or U.S. 1) to span 100-feet in width and extend it from Northeast 13th Street to Northeast 55th Street. At the time, the price tag for the new boulevard was \$3.61 million – the equivalent of \$44.3 million in 2008.

Area real estate developers Hugh Anderson and Roy C. Wright, partners in the Shoreland Company, had made huge investments in the Miami area and took on the role of developing the boulevard. Two years earlier, Anderson had bought a 1,600-acre tract of land north of the Little River to build what he called “America’s Mediterranean,” which was named Miami Shores. When sales began in December 1924, Shoreland sold more than \$2.5 million in property. Sales continued to soar, gaining Shoreland and the Miami Shores Company an additional \$33 million. Anderson and Wright used this capital to break ground on the boulevard, which would connect Miami Shores' residents to downtown Miami.

Anderson, who had also developed the Venetian Causeway and its connecting islands with Wright, promoted the new thoroughfare as Miami's "Grand Boulevard." He envisioned it as a stretch of road without traffic lights that would connect the Royal Palm Hotel to U.S. Highway 1 at Northeast 55th Street. In addition to convenience, the boulevard would showcase the finest architectural designs and businesses for upscale clientele. The hype surrounding this "grand" boulevard stirred interest in the area and created a real estate boom. The city issued an estimated \$60 million in construction permits between 1925 and 1926.

Promoting the project was much easier than carrying it out. The plan called for the boulevard to run through both improved and unimproved sections of Miami, and required millions in capital to complete. The partners could not begin the project until they acquired a tract of land called Buena Vista that was owned by Charles Deering, the brother of millionaire industrialist James Deering who built Villa Vizcaya in Coconut Grove. Buena Vista encompassed about nine city blocks starting at Northeast 2nd Avenue. On December 5, 1925, the sale was finally completed. Construction began 10 days later.

In addition to land, the Shoreland Company also bought several blocks where buildings and homes already existed. Other blocks were just "taken over" by the Shoreland Company. Impatient about resolving property and roadway issues, Anderson reportedly ordered construction crews to bulldoze many private, seasonal homes while their owners spent the summer of 1926 up north. "Machete crews cut through palmetto jungles; mango groves were uprooted; machines ripped through 23 blocks of the city's oldest and most highly improved residential section." City officials allegedly turned a blind-eye to this activity.

The boulevard began at Southeast 2nd Street, where the garden gateway of the Royal Palm Hotel once stood. During construction, 85 buildings were demolished, at least 12 houses were relocated, and several houses were cut in half or had their front porches removed.

The real estate land boom that was transforming the city came to an abrupt bust in September 1926 when a hurricane barreled through Miami. The consequent destruction to area properties ruined the Shoreland Company financially, leaving Anderson and Wright unable to finish the boulevard. Henry Phipps of the U.S. Steel Corporation bought the Shoreland Company that same year, and formed the Biscayne Boulevard Company, which later became Bessemer Properties. Phipps bought property along the boulevard between Northeast 13th Street and Northeast 40th Street, which he developed into a premier shopping area. The boulevard was completed and opened to traffic in March 1927.

The thoroughfare extended north until it reached Northeast 55th Street, where it merged to become Federal Highway. The highway was still under construction and would eventually be built through to Jacksonville. In the years that followed, Federal Highway was widened from Northeast 55th Street to Northeast 121st Street and was renamed Biscayne Boulevard.

## The “Fifth Avenue of the South”

Waning economic conditions in Miami continued to worsen and, by 1928, new construction had fallen by 96.5 percent. The number of new projects remained relatively low throughout the Great Depression and the World War II era.

Despite the sluggish numbers, new construction along Biscayne Boulevard picked up around 1934 and continued into the 1940s, with Art Deco-designed buildings springing up along the corridor. The Boulevard’s “tawdry reputation got well established during World War II, by the young sailors and soldiers who always knew where to go for the girls, drinks, and gambling that existed in numerous Boulevard’s nightclubs.”

The 1950s ushered in the Miami Modern (or MiMo) architectural movement – a response to several modernist and post-World War II architectural movements that were taking place throughout the world at the time. Randall Robinson, a planner for the Miami Beach Community Development Corporation, and Teri D'Amico coined the term MiMo to refer to the hotel architecture of Miami built between 1945 and 1969. The design swept through portions of Miami Beach and Biscayne Boulevard, predominantly in midtown Miami and the Upper East Side, home of the present day MiMo District.

MiMo-designed motels, restaurants, night clubs, stores, and area businesses all lined heavily-travelled, palm tree-lined Biscayne Boulevard. The neon glow of these buildings drew thousands of tourists who drove south for the winter every year along U.S. 1. The boulevard became known as the “Fifth Avenue of the South.”

Location was central to Biscayne Boulevard’s success. As part of U.S. 1, the north-south artery from Key West to Maine, Biscayne Boulevard catered to the automotive traveler. As more and more tourists “hit the road” during the 1950s, these sleepy motels and motor courts along Biscayne Boulevard featured amenities that appealed to automobile tourists: access to highways, attractive surroundings, ample parking, and close proximity to beaches and other area attractions. The following motels are just a small sample of the several that still dot Biscayne Boulevard within the present-day MiMo District.



**Biscayne Boulevard during the 1950s**

### ❖ **Vagabond Motel**

Designed by Robert Swartburg and built in 1953, the 53-room Vagabond Motel sits at 7301 Biscayne Boulevard and is still considered a prime example of MiMo architecture at its finest. Its open-air plan, jalousie windows, geometric designs, overhanging roof lines, and open air verandah with a catwalk typified MiMo architecture. It is rumored that Frank Sinatra used to frequent the Vagabond in its

heyday. At \$3 per day, guests were promised “...a rich composite of modern luxury, warm hospitality and incomparable beauty.” A print advertisement detailed what a stay at the Vagabond was like:

“Sparkling hours of vacation fun are yours to enjoy with every accommodation for your pleasure and relaxation. The shuffleboard and table and table tennis courts are scenes of good natured matches among guests. Yours to enjoy is our Olympic-style swimming pool for that cooling dip and the entertaining of your guests. . . . Guest rooms and suites are invitingly furnished . . . your choice of single or double beds, in sound-proofed, air conditioned, through-ventilated rooms. There is parking at your door and telephones in every room. These lavish accommodations include large studio rooms with fully equipped kitchenettes, luxurious bedrooms or suite arrangements . . . richly appointed with spacious closets, modern baths, and choice of Radio or TV add up to unrivaled accommodations.”



**The Vagabond Motel in the 1950s**

### ❖ **Alda Rochester Motel (now the Sunshine Motel)**

The Alda Rochester Motel was built around 1939 during the lean years of the Great Depression. The Art Deco-styled, 22-room building is now the Sunshine Motel and sits at the corner of Biscayne Boulevard and Northeast 74th Street. The motel was modified several times over the years. In 1952, the front entrance was changed, and in 1959, a canopy was added to the front entrance. A pool and patio area were added in 1961. A 1960s postcard of the Alda described its rooms as “comfortably, modernly furnished.”



**The Alda Rochester Motel**

❖ **Sinbad Motel**

Built in 1953 at a cost of \$108,350, the Sinbad Motel at 6150 Biscayne Boulevard offered 12 rooms and few amenities. The rectangular-block building was designed to look like Sinbad’s ship, with its prow pointing towards the boulevard. The building has been modified during the years: The original fenestration of the first floor has been enclosed, and a heavy-metal picket balustrade now frames the simple terrace that extends around the building.

A 1950s postcard described the motel as having: “cathedral beamed ceilings, foam-rubber bedding, and tub baths with showers.”



**The Sinbad Motel**

❖ **Shalimar Motel**

Built in 1951, the Shalimar Motel was designed by Edwin Reeder and sits at 6200 Biscayne Boulevard next to the Sinbad Motel and the South Pacific Motel. At the time, it was the “newest and most luxurious motel in the heart of Miami” with 50 rooms and restaurants. The original building was constructed as an apartment complex, hence its residential look. A swimming pool was added in 1955.

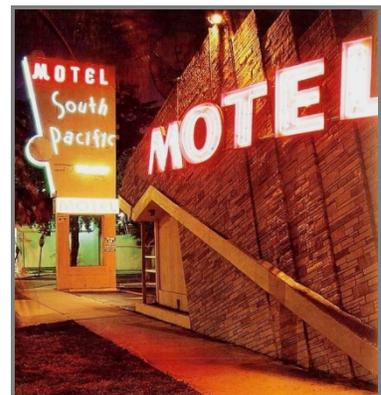
The motel’s north wing once served as a porte cochere for the cars coming from Northeast 63rd Street. In later years, that area was boarded up for security reasons.



**The Shalimar Motel**

❖ **South Pacific Motel**

Built in 1953, the South Pacific Motel was designed by Charles Giller and sits at 6300 Biscayne Boulevard. It was originally constructed as an apartment complex. With 20 rooms to offer, the motel was not the largest one on the strip during the 1950s. Its enormous pylon sign and stone facing did, however, attract attention, particularly at night when the multicolored bubbles on the motel sign were lit in colorful neon lighting.



**The South Pacific Motel**

## **“...Into free fall”**

The opening of I-95 in 1959 delivered a crushing blow to businesses along Biscayne Boulevard. The new highway ran from Maine to Key West but, unlike U.S. 1, it allowed drivers to travel at higher speeds. This diverted traffic away from Biscayne Boulevard and, as a result, businesses along the strip took a detrimental hit. Many closed immediately. Others remained open hoping for a revival.

That revival never happened. As decades passed, businesses continued to fail along the boulevard. Many buildings were left vacant or abandoned. Crime flooded in, and the historic motels of yesteryear became squalid little dens of seedy activity for prostitutes and drug dealers. In 1980, many hardened criminals from Cuba sought refuge in these motels after arriving in Miami during the Mariel boatlift. Frequent protests in front of the U.S. Department of Immigration building on Northwest 79th Street cast another dark shadow on the corridor along with highly publicized criminal activity in the area, such as the Yahweh Bin Yahweh cult. By the late 1980s, the city demolished unsafe structures along the boulevard, leaving behind empty, unkempt lots. Numerous homeless people flocked to these neglected areas.

Property values drifted into free fall as the crime rate soared, leaving an indelibly negative mark on public perception about the Biscayne corridor that, to this day, still lingers the minds of many Miamians.

## **Revitalization**

Efforts to revitalize the area began in the mid-1990s with the support of state agencies, the city of Miami, area residents and business owners.

During the early 1990s, residents and businesses banded together to clean up the boulevard, particularly in the “Upper East Side,” home of the MiMo District. In 1992, the city responded by building a Neighbor Enhancement Team (NET) office near Legion Park. Despite this effort, crime continued to prevail along the boulevard.

A decade later, Miami city commissioners approved a massive economic redevelopment plan that spanned a 65-block stretch of Biscayne Boulevard – from Northeast 14th Street north to Northeast 79th Street. The plan called for mixed-use retail and residential projects, road improvements, and housing rehabilitation.

At the south end of the corridor, from Northeast 14th Street to Northeast 17th Street, the 570,000-square-foot Adrienne Arsht Center for the Performing Arts of Miami-Dade County was built in city’s emerging Arts, Media & Entertainment District, formerly known as the Omni district of downtown Miami.

Farther north, improvements called for a 56-acre Buena Vista project, a \$1.2 billion mixed-use retail-residential development, road repaving, sidewalk repairs, and an overall upgrade to the 80-year-old corridor.

To attract developers, the city allowed zoning changes and offered \$100 million in incentives for improvements to streets, lighting and sewers. They expect to recoup that money in taxes over 30 years,

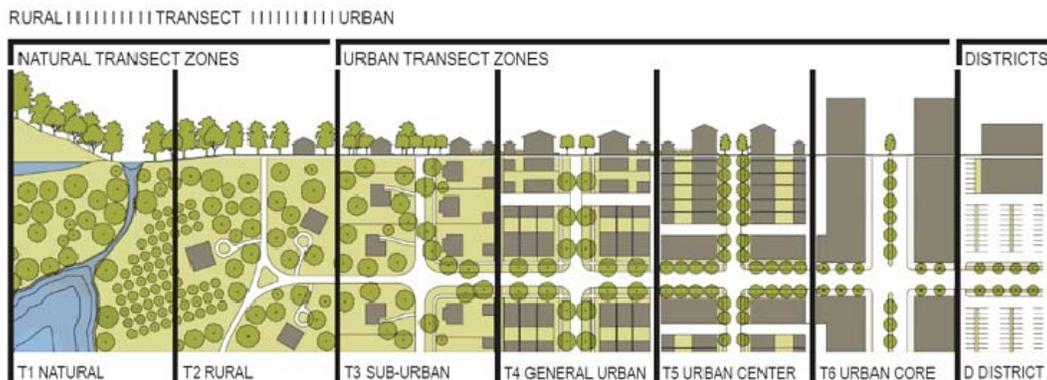
according to city officials, who even added plans for a trolley line to their vision of the remade Biscayne corridor.

With funding from the state of Florida, the city of Miami began two additional Biscayne Boulevard widening and beautification projects, which would complete the redevelopment in the MiMo District, from Northeast 80th Street to Northeast 125th Street.

### **Miami 21 and the MiMo District**

Proposed by city administrators, the Miami 21 zoning code aims to improve the city of Miami's neighborhoods in terms of appearance, safety, livability and ultimately economic development. Miami 21 was approved by the city commission by a 4 to 1 vote in October 2009, and will replace the city's existing zoning code. The single vote opposing the approval of Miami 21 was cast by then-commissioner Tomás Regalado, just weeks before he became the city of Miami's new mayor during the November elections.

The Miami 21 plan was proposed by former city of Miami Major Manny Diaz in 2005. Miami 21 is an attempt to return to the New Urbanism style that sprouted and later dominated the cityscape during the 1980s, when modern artistic sculptures adorned various public walkways, city Metrorail stations, and green spaces.



The new zoning code replaces a code that critics believe has led to overscaled and intrusive development throughout the city. Miami 21 encourages mixes of commercial and residential uses along major corridors, seeks to reduce the impact of large-scale development, and requires new buildings to conceal parking while meeting the sidewalk with active fronts like shops, offices and homes. The plan seeks to extend the scope of a traditional master plan by addressing different objectives regarding many aspects of Miami's development, including managing the city's future growth, increasing safety, and creating recreational spaces. Miami 21 can transform the way the city manages its development in terms of zoning, economic development, transportation, historic preservation, parks and open spaces, arts and culture, and transportation. The cornerstone of the Miami 21 plan consists of:

- ❖ Transforming the existing zoning code into a form-based code guided by the principles of New Urbanism and smart growth. Form-based codes focus on the relationships between streets and

buildings, pedestrians and vehicles, public and private spaces, and on the relationship between multiple buildings, a block, a neighborhood, and transitions in scale. They create a public dominion by controlling the physical form of private developments with a secondary focus on land use regulations.

- ❖ Developing adequate zoning designations in order to stimulate economic growth.
- ❖ Determining how land use influences different industries, which can set priorities for future development.
- ❖ Conserving existing neighborhoods and preserving resources important to the city's collective history.
- ❖ Adopting a comprehensive parks and public spaces plan that identifies neighborhood needs, values, mobilization, constraints and opportunities for public green spaces.
- ❖ Improving roadways to alleviate current congestion problems, and promote alternative transportation options.
- ❖ Redesigning the city's urban design by:
  - Removing large blank walls and replacing them with beautifully landscaped pedestrian walkways,
  - Transforming vacant lots and large open intersections pedestrian walkways or other urban alternatives,
  - Revitalizing abandoned industrial corridors by developing them into communities,
  - Linking mixed-use neighborhoods through pedestrian walkways, landscaping, and through the development of public spaces,
  - Improving streetscapes and building frontages, and
  - Lining-parking garages with well-designed buildings so that the garages "blend in" to the neighborhood.

The new zoning plan divides the city into four quadrants – north, south, east, and west – that are each subsequently divided into transect zones. T1 zones are the most rural; zones that are T6 or higher are the most urbanized and have several limitations based on building height.

Despite having received commission approval, Miami 21 will continue to undergo revision and possible amending in order to address a number of issues that have not been resolved. These issues include:

- ❖ Lower densities and property rights that might be altered to the detriment of these areas,
- ❖ Ongoing requests for less or more development from opposing groups,
- ❖ Builder concerns over non-conforming uses that could surface during the transition period to the new zoning code and the prospects of their development rights,



- ❖ Determining whether to include changes proposed by the city's Downtown Development Authority that will protect existing properties and guarantee property owners more development rights,
- ❖ Determining whether zoning issues along the Miami River could possibly weaken the industrial marine industry in order to make room for residential development, and
- ❖ Whether to change the 35-foot height limitations that could potentially curb future development in the MiMo District.

Situated in the eastern quadrant of Miami 21, the MiMo District is now facing building height restrictions that limit new developments to 35 feet. These areas are located in transect zones T6 through T8 and include:

- ❖ Biscayne Boulevard Northwest 79th Street south to Northeast 74th Street,
- ❖ Northeast 64th Street south to Northeast 60th Street, and
- ❖ Northeast 58th Street south to Northeast 52<sup>nd</sup> Street.

The height limitation could curb future interests by investors seeking to develop existing properties in the MiMo District, a fear shared by many MiMo District residents and business owners who want the area redeveloped. Despite efforts by members of the MiMo Biscayne Association to increase the limit to 53 feet, commissioners voted 3-2 to keep the limitation at 35 feet.

City of Miami Commissioner Marc Sarnoff, who represents the Upper East Side/MiMo District, aggressively sought to institute the 35-foot cap. He told the Miami Herald in October 2009 that the height restriction would increase potential benefit to property owners from a new transfer-of-development rights (or TDR) program under Miami 21. The TDR program allows historic-district property owners to sell unused development rights to developers who could use them to increase project sizes in other areas of the city. Payoff is based on the difference between the buildable capacity allowed by local zoning and the restricted amount of development permitted by the 35-foot limit. The height cap would increase the amount of unused rights property owners could sell.

With the exception of the height restriction issue, overall, the Miami 21 plan will affect the MiMo District positively. Several aspects of Miami 21 would make the district pedestrian friendly. These aspects include:

- ❖ Adding prominent crosswalks that encourage pedestrian activity,
- ❖ Adding traffic medians along the boulevard that enable pedestrians to cross the boulevard safely,
- ❖ Adding bike lanes to encourage alternative modes of transportation within the district,
- ❖ Adding wider sidewalks to create space for trees and landscaping along with outdoor dining areas, and
- ❖ Continue street level enhancements to make the area more aesthetically appealing.

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## A SITUATIONAL ANALYSIS OF THE MIMO DISTRICT

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The following sections will identify the current strengths, weaknesses, opportunities, and threats facing the MiMo District.

### Strengths

#### I. Historic Designation

The MiMo corridor – from Northeast 50th Street to Northeast 77th Street – and 115 of its structures received historic designation from the city of Miami’s Historic and Environmental Preservation Board on June 6, 2006. The board noted MiMo’s years of historic significance as 1923 to 1967.

Historic designation is awarded by local, state, or federal governments to preserve the historic aesthetics of an area or its architectural significance. Many business owners might be turned off by the amount of upkeep and bureaucratic red tape required to operate a business in a historic district, but the long-term benefits far outweigh the costs. The designation gives property owners tax incentives for the architectural upkeep of these historic properties, from which the MiMo District now benefits. Over time, continual upkeep and further redevelopment will draw visitors and tourists to the area.

There are 24 *contributing* buildings within the MiMo District. These buildings cannot be demolished nor have their façades altered because they are considered historic. There are 17 *non-contributing* buildings that do not require city authorization to renovate or demolish. For a closer look at the buildings in the district, please see **Appendix 1**.

The historic designation could also have adverse effects. Many business owners, for example, detest the thought of bringing their business into an area that has construction limitations and bureaucratic restrictions.

In addition to its own unique historic structures, the MiMo District has at least two other items considered historic to South Florida. The first is the railway line that currently acts as the MiMo District’s western border, which was part of Henry Flagler’s Florida East Coast railway line completed in 1895. The second is a local icon that first graced Biscayne Boulevard in 1959 – the Coppertone Girl.

## The Coppertone Girl

The historic Coppertone Girl returned home to Biscayne Boulevard in May 2008 when the Dade Heritage Trust gave the iconic 40-foot sign to the MiMo Biscayne Association.

Designed by pop artist Joyce Ballantyne Brand in the image of her daughter Cheri, the Coppertone Girl sign was built by Miami-based Tropicalities Sign Company in 1959. The pigtailed little girl and her playful dog first illuminated Biscayne Boulevard that same year when she was placed on the 13-story Parkleigh building at 530 Biscayne Boulevard. She remained there until 1993 when the building was demolished. At the time, Coppertone's parent company Schering-Plough Corporation donated her to the Dade Heritage Trust. The trust placed her on the side of the Concord Building at 66 West Flager Street in downtown Miami where she remained until the violent winds of Hurricane Wilma blew through in 2005. In disrepair and threatened to be shrouded by a new skyscraper being constructed, the future seemed bleak for the local landmark.

Schering-Plough paid to have the sign repaired and restored before handing it over to the MiMo District. She now illuminates the boulevard once again at 7300 Biscayne Boulevard.



The Coppertone girl sign illuminates the night once again at 7300 Biscayne Boulevard

## II. Dining Destinations

The MiMo District is already home to several restaurants and eateries that draw a large volume of patrons daily. They include:

### ❖ Soyka

Mark Soyka opened his namesake restaurant and lounge in the spring of 1999. Soyka, a successful area restaurateur, originally purchased the building, at 5582 NE 4th Court, to house his vintage car collection. Instead, he decided to turn the building into a trendy restaurant that caters to locals and VIPs of the business and government community near downtown Miami. The restaurant continues to draw large crowds the way it did its opening day 10 years ago.



Soyka restaurant and lounge

❖ **Andiamo! Brick Oven Pizza**

Owned by Mark Soyka, Andiamo! opened in 2001 at 5600 Biscayne Boulevard – across the street from his namesake restaurant, Soyka. Andiamo! has been regarded as one of the top Pizza places in South Florida by many trade magazines and publications. Housed in the converted 1954 Robert Law Weed building that once served as The General Tire of Miami business, the fully enclosed glass building is one of several historical landmarks in the MiMo District.



**Andiamo! Brick Oven Pizza**

❖ **Michy's**

Launched by husband-and-wife team David Martinez and Michelle Bernstein, Michy's at 6927 Biscayne Boulevard is a modern day bistro that showcases Chef Bernstein's dishes. The celebrity chef and her team use seasonal ingredients and draw upon local farmers and fisherman to create whimsical bistro dishes, a style she has coined "luxurious comfort food." The menu is comprised of an eclectic range that includes Michelle's Jewish-Argentinean background, classical French training and a love for all things Spain with a sprinkling of homey Italian.



**Michelle Bernstein, celebrity chef and owner of Michy's**

❖ **UVA 69**

Owned by the artist-chef team of brothers Sinuhe and Michael Vega, UVA 69 at 6900 Biscayne Boulevard is a Barcelona-style bistro and wine bar. The restaurant is located in a Mediterranean-style historic building that dates back to the 1920s. Whether patrons dine inside or on its lush European patio, UVA 69 is a trendy retreat from the hustle-and-bustle of Biscayne Boulevard.



**Uva 69**

In addition to dining destinations, the MiMo District also has shops, boutiques, and trendy salons, such as the Rapunzel Hair Salon at 7011 Biscayne Boulevard, that are little-known secrets to the larger community at the moment.

### **III. Location**

The MiMo District is a little more than three miles away from downtown Miami – that's about a 10-minute drive north from the heart of the downtown area. The district's proximity downtown Miami has

proven favorable for some restaurants, such as Soyka’s, in drawing lunch and dinner crowds from workers in the downtown area as well as downtown residents. MiMo District residents, primarily those living on the east side of Biscayne Boulevard, also frequent these restaurants before heading out for evening entertainments.

#### **IV. Revitalization efforts and the benefits of Miami 21**

While there has been some opposition to development in recent years, overall community efforts by preservationists and community groups, such as the MiMo Biscayne Association, to revitalize the MiMo District has been successful. These groups continue to make strides in an effort to transform the district into a South Florida destination. Through funding, these groups have been able to expand on the city’s effort to repave Biscayne Boulevard, and its sidewalks and road in a manner that falls in line with Miami 21, the city’s new planning and zoning code which stresses the architectural concepts of New Urbanism – a concept first introduced in Miami during the 1980s that emphasized pedestrian-friendly areas decorated with unique artistic sculptures or murals by local artists.



**A trendy 1950s pattern decorates the sidewalks near Northeast 58th Street and Biscayne Boulevard**

#### **V. Neighborhood Enhancement Team**

A city of Miami Neighborhood Enhancement Team (or NET) office is located next to Legion Park, at 6599 Biscayne Boulevard. Like other NET offices, the Upper East Side’s NET office acts as a link between the community and city government. The goal of the NET office is to facilitate efficient delivery of municipal services, develop partnerships with members of the community in order to address public and private concerns, and to enhance and revitalize Miami’s diverse neighborhoods. Having the NET office within the MiMo District could act as a major strength (and opportunity) if good working relationships are fostered with NET workers who can act as liaisons between the district and the city, particularly in the request of safety and clean-up initiatives that would benefit the district.

### **Weaknesses**

#### **I. Dense traffic**

Biscayne Boulevard is a highly-traveled thoroughfare where commuters tend to drive at speed limits usually higher than the posted legal limit. With no center medians and very few traffic lights, the current layout is not pedestrian-friendly or conducive to leisurely foot traffic.

## II. Parking limitations

A 2008 study conducted by Timothy Haahs and Associates analyzed parking demand in the MiMo District. The study also analyzed current conditions, future projections, and provided recommendations based on a comprehensive supply-demand analysis, a transportation analysis, and a preliminary financial analysis. According to the study, as of 2008, there were a total of 1,742 total parking spaces in the MiMo District:

- ❖ 253 on-street parking spaces (some are metered and some are free of charge, some are marked and some are not marked), and
- ❖ 1,489 off-street parking spaces.

On average, a total of 734 vehicles – 108 on-street, 626 off-street – occupy these available spaces during the district’s peak hours, which is 5 p.m. through 8pm. The study indicates that a surplus of over 1,000 parking spaces exists during the district’s peak hours, when visitors are dining at area restaurants. While some areas suffer parking congestion, the study found there is ample parking available within two to three blocks of the visitor’s destination.

Projections for future parking conditions concluded that future development would still result in a parking surplus of about 200 spaces.

While the Haahs 2008 parking study revealed a surplus of available parking spaces, it appears that the numbers create an incomplete picture of the parking conditions in the district. These available parking spaces are scattered and not necessarily convenient or desirably located for visitors to the district. Given the jaundiced general perception of the MiMo area, it may be helpful to consider offering valet parking in several strategic locations, such as the Soyka restaurant is currently doing.

There are several areas in the MiMo District where more parking spaces could possibly be established. In order to preserve the quality of life in the residential neighborhoods, a residential parking program should be implemented. This type of program would permit residential vehicles to park in on-street areas with high congestion and restrict employees, customers, and visitors from the commercial district from utilizing the free parking along the residential streets. This type of program is critical in areas where paid parking exists. Without a residential permit program in place, motorists will migrate into the neighborhoods to avoid parking fees. Residential permit programs can be structured to restrict parking 24-hours a day or just during the hours when congestion likely occurs.

### III. Criminal activity

Contrary to popular perception, a review of the crime data collected by the City of Miami Police Department for the years 2006 through 2008 indicate that the Upper East Side has the second lowest crime rate in the City of Miami. (Please see **Appendix 2a** for a jurisdictional comparison chart of the overall crime rate.)

Statistics show that, on average, the most common crimes in the Upper East Side are burglaries, robberies, and larcenies. (Please see **Appendix 2b** for a chart illustrating the most common crimes committed in the Upper East Side from 2006 to 2008.) While the frequency of the types of crimes committed fluctuates yearly, these three crimes are the most prevalent in the area. Incidents of rape, aggravated assault, vehicle theft, and homicide are much lower compared to other communities within city limits.

Like the Upper East Side, theft is the most common crime in Miami-Dade County. The Upper East Side, however, has higher incidents of robbery, rape, and homicide than Miami-Dade County. (Please see **Appendix 2c** for a comparison chart.)

However, within the city of Miami, the Upper East Side is surrounded by impoverished communities rife with crime. Neighboring jurisdictions such as Little Haiti, Wynwood/Edgewater, Model City, and Allapattah all have higher crime rates than the Upper East Side. One could, therefore, infer that crime from these areas, particularly Little Haiti which abuts the Upper East Side along Northeast 4th Court, is spilling into the MiMo District.

Even though the district has a NET office in the area with a team of resource officers, the district itself lacks sufficient police officers to patrol the area, particularly at night when crime is most prevalent. The area is also in need of proactive law enforcement initiatives, such as sting operations, to curb the amount of prostitution that has plagued Biscayne Boulevard nightly for decades. A strong police presence will help to create perceptions as well as realities of a safer MiMo environment.

### IV. Public perception

A survey concerning public perceptions of the MiMo District was conducted by the Barry University business students responsible for this report between November and December 2009. Distributed as a written questionnaire, the survey asked 342 respondents in Miami-Dade and Broward counties for their thoughts on the MiMo District. The survey asked that they identify the issues that affect their perceptions of



**A homeless man sleeps on a mattress between two run-down buildings in the 7700 block of Biscayne Boulevard; November 2009**

the area, both positively and negatively, for further use in improving the image of the district in its redevelopment process. The questionnaire consisted of a brief introduction, 11 multiple choice rating questions, five open-ended questions, and a set of demographic questions that asked for the respondent's age, family status, income, education, residence, leisure habits and leisure expenditure. (Please see **Appendix 3** for the respondent profile.)

The survey findings revealed that, overall, respondents do not rate the district favorably in terms of safety, cleanliness, and its overall aesthetics. About 70 percent of respondents rated the area's safety unfavorable, while 49 percent noted a lack of cleanliness in the MiMo District.

Only 16 percent of respondents rated the district as a good place to live; 23 percent considered the MiMo District as a good place to work; while 16 percent think it is a good place to visit. When averaged, these figures indicate that only 18 percent of respondents have a positive perception of the MiMo District in terms of livability, workability, and as a destination spot.

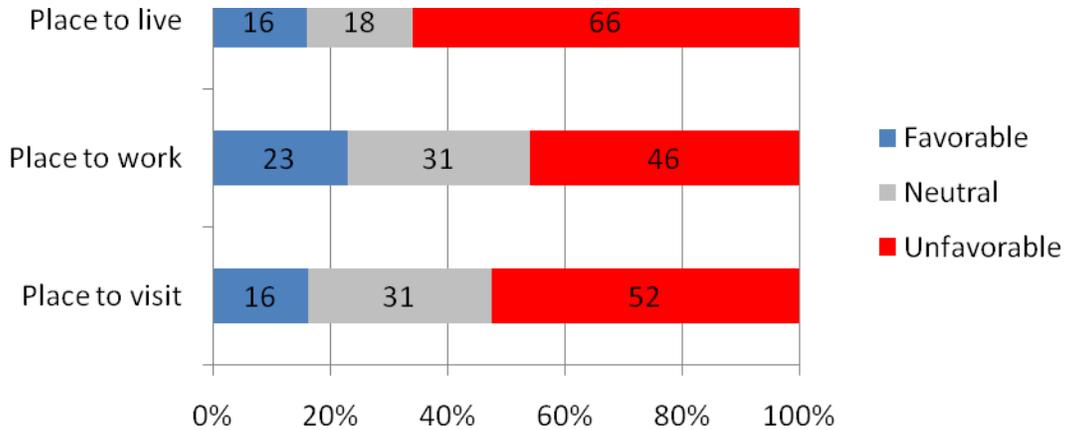
In order to further identify aspects that may influence respondent perception in terms of visiting the district, respondents were asked for their perceptions of the MiMo District's existing selection of businesses, such as restaurants, cafés, and shops, as leisure destinations. An estimated 45 percent of respondents rated the MiMo District's restaurants and cafés favorably. Only 34 percent of respondents rated the MiMo District's as favorable overall destination spot, while 19 percent gave a favorable rating to the district's shopping destinations.

The district's historical designation had a positive effect on respondents, with 45 percent of those queried viewing it as positive step for the MiMo District. However, few respondents – only 22 percent – believe the MiMo District will become the next “South Beach” in the near future.

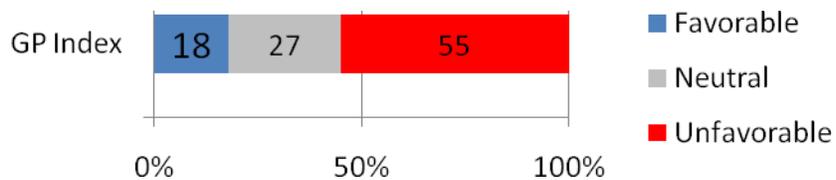
#### **a. General Perception Index**

The first three opening questions ask the respondents to rate the MiMo District as a place to (1) visit, (2) live, and (3) work. Thus, being very generic, these questions aim to study how the respondents feel about the area as a whole. The respondents' perception about the area as a great place to live, work, and visit were predominantly negative. They especially rated the MiMo District very unfavorably as a place to live. The gray area in the figure below represents the respondents that had somewhat neutral views – a significant share of respondents had mixed feelings about the area:

### Qs.1,2,3 How would you rate MIMO as a place to... ?



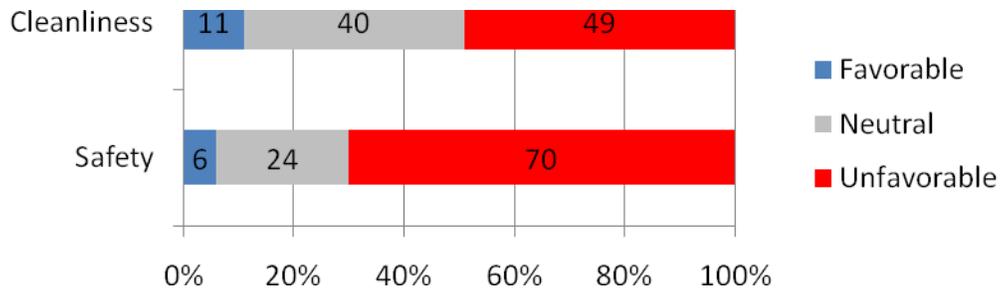
These three questions formed the General Perception Index (GPI) for the area, which is 18 percent. The GPI index could be used as a development tracking indicator to assess the change from year to year or can be used to assign a target goal to reach in the years ahead:



#### b. Safety and cleanliness

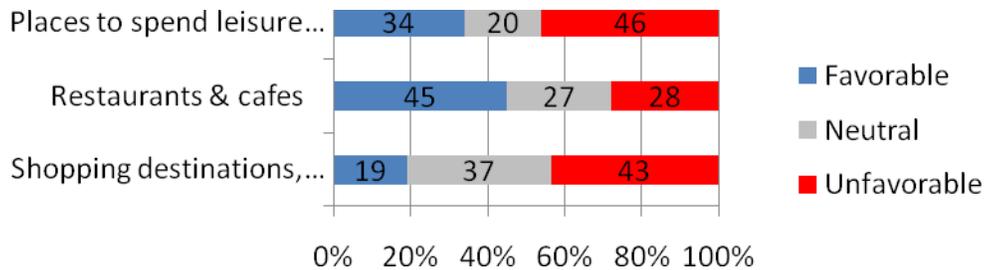
Safety and cleanliness of the area were the two issues that had the strongest negative impact on respondent perception. Further survey analysis showed that most respondents associate the area with the words “unsafe” and “dirty.” Only 6 percent of respondents considered the district safe, and 11 percent rated the cleanliness of the area high. The reduction or elimination of these issues would increase both the GPI and overall survey results dramatically.

### Qs. 4,5 How would you rate MIMO terms of... ?

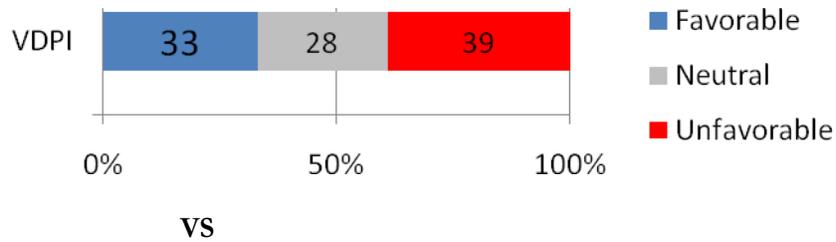


#### c. MiMo as a visitor destination

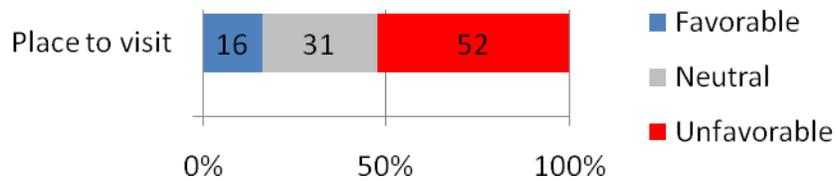
This section asked for respondent perception concerning the district as a destination spot, taking its existing restaurants, cafés, and shops, into consideration. Interestingly, the dining destinations in the area have been rated quite favorably in comparison to other dimensions, with 45 percent of respondents rating the district’s existing restaurants favorably. The district’s shopping destinations and pedestrian areas were rated relatively low at 19 percent, which reflects the limited selection of related businesses in the district.



Comparing the overall results of these three questions forms the general view of the respondents about the area as a place to visit, or the Visiting Destination Perception Indicator (VDPI). Based on the answers to the questionnaire’s opening question (“How would you rate MiMo as a place to visit?”), one can see that the former indicator is higher (at 33 percent) than the result of this question (16 percent). One can infer that this result was reached because the question does not take safety, cleanliness, or other factors into account:

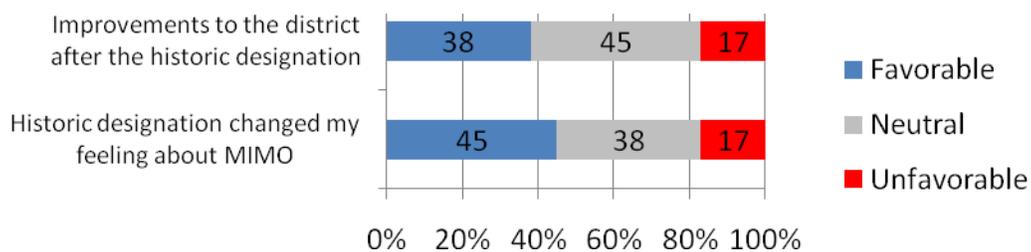


How would you rate MiMo as a...



**d. Perceptions of the MiMo District’s historic designation**

The survey asked respondents for their opinion on the MiMo District’s historic designation. Respondents considered the designation a positive step for the district, with 45 percent of respondents said historic designation changed their feelings about the district in a positive way.



Given the MiMo District’s rich architecture, the last question on the survey asked respondents whether they think the MiMo District has the potential to become the next South Beach. Most respondents were skeptical about it, as indicated by the following graph:



Although most are skeptical about it, 22% did answer favorably to the question.

**e. Open-ended questions**

In the questionnaire, respondents identified their top three perceptions of the MiMo District. Crime, security, and safety topped the results, as indicated by **Figure 1**. Beyond that, the results showed a mixed reaction. While most respondents listed positive aspects of the district, a majority listed negative aspects, including prostitution, lack of cleanliness, poverty, and the homeless. Many respondents also listed Little Haiti as a response, an indication that many immediately associate MiMo District’s stretch of Biscayne Boulevard to Little Haiti and the challenges there.

**Figure 1: Perceptions of the MiMo District**

|    |                                           |
|----|-------------------------------------------|
| 1  | Crime/ Unsecure/ Unsafe                   |
| 2  | Dining/ Food/ Restaurants/ Cafes          |
| 3  | Prostitutes/strip clubs/hooks             |
| 4  | Dirty                                     |
| 5  | Motels/Hotels (in most cases cheap & old) |
| 6  | Immigration Building                      |
| 7  | Poverty/poor people/low income            |
| 8  | Little Haiti                              |
| 9  | Art/Galleries/Culture/Design              |
| 10 | Homeless people                           |
| 11 | Coppertone girl                           |
| 12 | Ghetto                                    |

When asked to name other locations in South Florida of a similar ambiance as the MiMo District, the top response was downtown Miami. The Design District, Coral Gables, Little Havana, and Little Haiti were also mentioned. (Please see **Figure 2** for the top 10 locations listed by respondents.)

**Figure 2: Locations similar to the MiMo District**

|    |                 |
|----|-----------------|
| 1  | Downtown Miami  |
| 2  | Design District |
| 3  | Coral Gables    |
| 4  | Little Havana   |
| 5  | Little Haiti    |
| 6  | South Beach     |
| 7  | Miami Shores    |
| 8  | Miami Gardens   |
| 9  | Coconut Grove   |
| 10 | Miami Lakes     |

Respondents gave their suggestions for the improvement of district. The top recommendations were to reduce crime by increasing security and improve roads and walkways. (see **Appendix 3b** for list of respondent recommendations.)

#### **f. Summary of the survey results**

Based on the survey findings, it appears South Florida residents have a much more negative perception of the MiMo District than district residents. MiMo District residents' favorable ratings of the area indicate obvious familiarity with the district's current offerings. Their perception may be considered more realistic than the perception of members of the general public, particularly those who are vaguely familiar with the area and only have broad generalizations of the district based on its location on Biscayne Boulevard. This finding implies that an intensive marketing campaign should be implemented to improve the current image of MiMo District in the eyes of the South Florida community.

Most of the MiMo District residents who took the survey were middle- to high-income residents who earn more than \$45,000 per year. This sample group lives primarily on the east side in neighborhoods that area currently "barricaded" from the rest of the district. These residents rated the MiMo District as a place to live, work, and go out to quite favorably. They also gave the district's leisure areas a 90 percent favorability rating, and rated safety and security, followed by cleanliness, much lower than others who surveyed. Thus, the survey shows that this affluent group of MiMo District residents could significantly contribute to the development of the district as a destination spot. In order to further peak their interest, the issues that affect perception negatively need to be eliminated, such as crime.

In addition to tackling crime, safety, and cleanliness issues, overall, improvement of roads and walkways, increasing pedestrian areas, and bringing in higher-class dining and entertainment businesses are important in further developing the district. This should be the crux of a marketing campaign that is directed at both MiMo District residents and the South Florida community.

## V. Immigration building

The building that served the U.S. Department of Immigration during 40 tumultuous years of immigration growth to the South Florida area has sat abandoned at the corner of Northwest 79th Street and Biscayne Boulevard since 2008 when the agency moved its offices to downtown Miami.

The structure once served as the headquarters of the real estate giant Gulf American Land Corporation when the company was founded in 1957 by brothers Leonard and Julius "Jack" Rosen from Baltimore. At its peak in 1967, Gulf American Land was Florida's fourth largest publicly traded company with more than 500,000 acres of land for sale in Florida and other states. Two years later, the company was sold to the General Acceptance Corporation, and its building was sold to the U.S. Department of Immigration, which remained there until 2008.

Today, the former immigration building sits dormant on the boulevard after years of processing new residents and witnessing protests as well as violent demonstrations and riots, generating an image that remains seared in the memory of many native Miamians who still remember the building's tumultuous history.



The presently abandoned, former immigration building during its 1960s heyday as the Gulf American Land Corporation's headquarters

## VI. Limited government involvement

Beyond repaving Biscayne Boulevard, repairing sidewalks, and refreshing the district's landscape by planting new trees and flowers along the corridor, the city of Miami has shown little interest in revitalizing the MiMo District itself. City involvement by way of funding as well as instituting community clean-up and safety initiatives would be helpful in the quest to refresh the area.

### 1. Neighborhood barricades

Existing street barricades separate the eastern affluent residential neighborhoods from the MiMo business district. This creates a logistical as well as psychological separation that impedes commercial activities on the boulevard.

## VII. Architectural fragmentation

There are several empty lots and abandoned or decaying structures along the boulevard at the present moment. The absence of buildings and working businesses is creating architectural fragmentation along the boulevard, which discourages pedestrian foot traffic. This fragmentation may also draw criminal activity, serving as havens for prostitutes, drug dealers, or the homeless.



An empty lot next to the Royal Budget Inn Motel.

## Opportunities

### I. Grants

There are approximately 28 grants available to areas like the MiMo District. These grants benefit a Business Investment District (BID) that: (1) Has been designated a historical location, (2) is located in an economically challenged community, and (3) requires transportation overhauls. The following are a few upcoming or existing grant application opportunities that may be beneficial to the MiMo District:

- ❖ The State of Florida's Division of Historical Resources (DHR) is presently looking to fund agencies that are trying to promote historical, archaeological, and folk cultural projects in the state. The grant solicitation period began October 1, 2009. Applications for the 2010-2011 grant periods will be accepted between October 19, 2009, and December 18, 2009. To be considered eligible for review, online applications must be completed and submitted no later than by midnight on December 18.
- ❖ The Division of Historical Resources is providing "Small Matching" Preservation Grants and Special Category Grants. The amount of these grants can range from \$50,000 to \$350,000 per funded project. More information concerning the application process for these specific grants can be found in the supplemental section of this report.
- ❖ In February 2010, the Bikes Belong Coalition and the Department of Transportation will have multiple opportunities for funding available to agencies that are coordinating projects to promote bike paths, lanes, route-expansion projects, and visitor centers.

- ❖ In October 2010, applications will be accepted by the National Trust Preservation Fund, the Johanna Favrot Fund for Historic Preservation, and the Cynthia Woods Mitchell Fund for Historic Interiors. Each grantor will fund up to \$10,000 for archeology, engineering, preservation planning, land-use planning, fund raising projects organizational development, and law. These grants will also provide preservation education activities to educate the public.
- ❖ The National Trust Loan Fund (NTLF) in partnership with the James L. Knight foundation recently released a \$663,000 grant opportunity for historic preservation and revitalization efforts. Considering MiMo's historical designation, it is recommended that an application for funding be requested and submitted. This can be done by contacting NTLF via E-mail at: [NationalTrust\\_LoanFund@nthp.org](mailto:NationalTrust_LoanFund@nthp.org). Applications must be submitted before May 2010.
- ❖ In June 2010, applications are due to the National Endowment for the Arts. This organization supports agencies promoting public art and streetscape improvements. Further details concerning this grant can be found in the supplemental section of this report under the section Schedule of Grant Resources.

**a. The Grant Application Process**

Current economic conditions have made most funding announcements nationally competitive. Tens of thousands of organizations are all competing for the same resources. Thus, a skilled, professional grant writer should be budgeted to increase funding opportunities. Also, practically all funding agencies now require a Dun & Bradstreet (DUNS) number, which serves as the grantees FICO score or credit rating. It is recommended that the MiMo BID maintain a credit appraisal rating of 1 to remain competitive during the peer review process. Peer reviewers evaluate the strength of the grant proposal and the DUNS status before making a recommendation for funding. For this reason, it is recommended that the MiMo BID request previous proposals filed by other districts that were denied by the grantor in order to write a more effective, competitive grant proposal. On average, there is a 60 to 120 day turnaround on all winning proposals.

As a final recommendation, it is strongly recommended that the MiMo BID become thoroughly familiar with the content of prospect grantors annual reports before soliciting funding. Annual reports generally outline previous award commitments, the agencies funded, the amounts of those awards, and the grantor funding priorities for the subsequent year.

**b. Sources of funding for Little Haiti**

Grant initiatives being sought to help Little Haiti can also help the MiMo District. Several community organizations in Little Haiti, such as the Little Haiti Housing Association, Service for Peace, and the Haitian

American Leadership Organization, are currently working to secure grants and funds that provide financial and social assistance to the neighborhood and its residents. Helping Little Haiti develop cultural and social programs for its residents would reduce crime and improve the area’s image – an indirect benefit to the MiMo District. For a list of these organizations and grants, please see **Appendix 4**.

## **II. Miami 21**

Miami 21 creates several opportunities the MiMo District can capitalize on. By nature, the pedestrian-friendly plan encourages the development of prominent crosswalks, enhanced landscapes, and wider sidewalks, which the MiMo District is currently experiencing as the city pushes north in its redevelopment of the Biscayne corridor. For instance, the district currently experiences a large volume of traffic traveling at very high speeds, which makes it difficult and unsafe for pedestrians to leisurely cross Biscayne Boulevard and stroll through the neighborhood. Through implementation of Miami 21, which encourages pedestrian-friendly venues, the MiMo District may be able to:

- ❖ Add additional crosswalks that would enable pedestrians to easily cross the boulevard,
- ❖ Add center traffic medians along the boulevard as pedestrian-friendly buffers, which would allow visitors to stop and wait for the right moment to cross the street,
- ❖ Add bicycle lane(s) to the boulevard, which would encourage alternative modes of transportation within the district, and
- ❖ Continue ongoing street level enhancements based on Miami 21’s proposed aesthetic enhancements.

## **III. Neighborhood Enhancement Team**

The presence of a city of Miami NET office within the MiMo District has already been identified as an existing strength for the district – one that can also serve as an opportunity. Because the goal of the NET program is for city of Miami workers at these offices to act as liaisons between the community and city government, the MiMo District should capitalize on this opportunity by fostering good working relationships with NET workers who can work to push specific requests, like safety and clean-up initiatives for instance, that would benefit the district.

## **IV. A trolley or shuttle service**

To make visiting the MiMo District easier for the local residents in the Belle Meade and Morningside areas, a local shuttle service may be beneficial. The data and estimates for the following proposed local shuttle service for the Biscayne Corridor are based on the South Beach Local Shuttle service.

The South Beach Local Shuttle service is a 5-year agreement between the city of Miami Beach and Miami-Dade Transit (MDT) launched in June 2005. Under the partnership, MDT manages the routes and

handles all expenses, while the city of Miami Beach pays MDT approximately a third of the South Beach local operating cost.

Before this agreement, South Beach shuttle transportation had been provided by Electrowave Shuttle Service and MDT's Route W since 1998.

The South Beach Local Shuttle has 14 mini-buses – 12 run simultaneously at peak times, with the remaining 2 as spares. The shuttles, which operate Mondays through Saturdays 8 a.m. to 1 a.m. and Sundays 10 a.m. to 1 a.m., follow a bi-directional, 6-mile circular route, with six buses covering each direction. It takes about 60 minutes to complete the route, which includes driver breaks. The shuttle carries a fare of 25 cents and travels at 10 mph, which is slower than the average MDT bus which travels at 13 mph. At peak times, a bus arrives to its pick up location every 10 to 12 minutes.

For the 2007-2008 fiscal year, the total operating budget for the South Beach Local Shuttle was \$3,301,539. The city of Miami Beach contributed \$1,292,068; MDT contributed the remaining sum of \$2,009,471, which was largely covered by state and federal funds, grants, and surtax.

For the month of March 2009, one shuttle bus cost an estimated \$11,853 to operate, which would total an estimated \$2 million by year's end for all 12 buses. Revenue stood at \$990 for the month, which would be an projected \$167,000 for the year. Approximately 12 percent of operating costs are covered by revenue.

The initial purchase of the 14 shuttle buses was made possible through grants, which is standard procedure for MDT procurement of all buses. Each shuttle cost approximately \$350,000. The previous electric buses used by Electrowave require high operating/maintenance costs and were abandoned in favor of diesel powered shuttle buses.

In order to create a shuttle service route, a community or district must follow these steps:

1. Propose the route to MDT,
2. MDT agrees that the proposed route has merit,
3. MDT applies for available grants to fund the route,
4. Once grant is approved, buses and equipment is purchased by MDT,
5. A final route is reviewed, and
6. Service begins.

The following references were helpful in providing information for the establishment of the South Beach Shuttle, and may also be helpful to the MiMo District:

Christine Bettin  
Miami Beach - Transportation Coordinator  
305-673-7080  
christinebettin@miamibeachfl.gov

Robert Pearsall  
Miami Dade Transit – Service and Planning Manager  
786-469-5163  
rpear@miamidade.gov

Rebecca Schwartz  
Miami Dade Transit – Budget & Resource Allocation  
786-469-5341  
rschw@miamidade.gov

#### **IV. Possible scenarios**

In order to help create a unique and definitive new identity for the MiMo District, the following scenarios – applied singularly or in combination – are suggested for consideration.

##### **1950s Revival**

Several 1950s-styled motels dot the MiMo corridor along the eastern and western sides of Biscayne Boulevard from NW 51st Terrace to NW 79th Street. But there is a lot of architectural fragmentation between these historic motels that isolate each one. They currently sit along the strip nondescriptly, decaying and serving as dens of sleaze and crime.

This scenario proposes making these historic relics – at least 12 motels along an 18-block stretch of the corridor – MiMo’s anchors in a 1950s architectural revival. In order to do this, the motels need to be unified or tied together through a string of new developments and façade upgrades in the style of Miami Modern/the 1950s. Other communities have that architectural continuity – Miami Lakes’ Main Street and South Beach, for example. MiMo does not.



**A vacant building near the 7100 block of Biscayne Boulevard showcases the sleek designs of the 1950s**

The historic motels are:

1. Seven Seas Motel, 5940 Biscayne Blvd.
2. Carl's Motel El Padre, 5950 Biscayne Blvd.
3. Sinbad Motel, 6150 Biscayne Blvd.
4. Shalimar Motel, 6200 Biscayne Blvd.
5. South Pacific Motel, 6300 Biscayne Blvd.
6. Davis Motel, 6500 Biscayne Blvd.
7. Biscayne Inn (formerly Stardust), 6730 Biscayne Blvd.
8. Saturn Motel, 6995 Biscayne Blvd
9. King Motel, 7150 Biscayne Blvd.
10. Vagabond Motel, 7301 Biscayne Blvd.
11. Sunshine Motel, 7350 Biscayne Blvd.
12. Royal Motel, 7411 Biscayne Blvd.
13. Motel Blu Miami, 7700 Biscayne Blvd.

The new developments can be mixed-use buildings that are two to three stories in height with retail shops/restaurants on the bottom and apartments or offices on top. Each new development (and existing one after a façade upgrade) would unify these motels along the strip. Depending on whether the guidelines of historical preservation allow interior refurbishment, the interior of these motels could be stripped and redesigned as night clubs, lounges, restaurants, or theaters. Newer versions of each motel could possibly be built adjacent to the property as the modern-day hotel with the latest amenities. Motel Blu has already undergone an upgrade to its facilities that has merged yesteryear with today.

### **“Red Light” District**

The MiMo District has been a haven for a number of unsightly and unruly occurrences over the years. While many communities try to bury social taboos in their past during a revitalization effort, the MiMo Districts could consider capitalizing on the events of its seedy past by turning the district into a living red light-history tour that will remind South Florida of its past. With the help of, for example, George Paul, a distinguished history professor and Miami historian, tours would be given on the boulevard recanting all that it once was – good, bad, and criminally ugly.

Dr. Paul could speak about the various architectural styles that dot the eastern and western sides of the boulevard as well as the crime and prostitution that plagued the corridor for decades. That alone could be one specific tour. Those who are seeking thrills amid the grunge and seediness of the boulevard can take another tour depicting the lives of many famous gangsters and hooligans who once inhabited this area. The district could also incorporate a “walk of shame,” or “the boulevard’s convicts,” comprised of sidewalk inserts (similar to the Hollywood stars) that showcase

the names and faces of some of Biscayne Boulevard's most notorious inhabitants, such as the gangsters, pimps, untouchables, and cultists that made their homes in South Florida at one time or another.

At the end of these tours visitors could be invited to take a walk through a historic museum with additional facts and information about Biscayne Boulevard. At the museum, visitors might see wax figurine statues of the various people mentioned throughout the tours. Visitors would also be allowed to take photos with the wax figures to help promote hype and advertising by word of mouth. As visitors leave the museum, they would pass through a small gift shop with souvenirs and memorabilia to help generate additional revenue for the district. Ideas for souvenirs could include miniature replicas "Hollywood Stars" of the gangsters and hooligans, postcards, and other district-related trinkets.

Dr. Paul's tours would act as an anchor drawing visitors and South Floridians alike to the district. Promoting the dark past of a historic district that many locals immediately associate with its seedy past could help promote the creation of a new destination spot in Miami. This idea coupled with various other ideas such as new restaurants, the inclusion of a movie theater, additional storefronts, or a fresh produce market would enhance the overall appeal of the area.

### **Sports Haven**

Sports have increasingly gained recognition as an effective means of achieving developmental goals and social change. According to the International Working Group on Sport for Development and Peace, sport is seen to have the most benefits in:

- ❖ Individual development,
- ❖ Health promotion and disease prevention,
- ❖ Promotion of gender equality,
- ❖ Social integration and development of social capital,
- ❖ Peace building and conflict prevention/resolution,
- ❖ Post-disaster/trauma relief and normalization of life,
- ❖ Economic development, and
- ❖ Communication and social mobilization.



**An aged 7 Seas Motel at night still conjures up images of the Boulevard's seedy past for many locals, especially at night**

The benefits of sports activities and recreation clearly address many societal challenges and can, therefore, also be viewed as a tool for community development that would subsequently have a positive impact on the MiMo District and its neighboring communities.

An effort to redevelop Little Haiti, a predominantly Haitian community abutting the western border of the MiMo District, is presently underway. Plans included the creation of the Emmanuel Sanon Soccer Park (ESSP), a \$37 million FIFA-sanctioned soccer stadium built through city

and county funds in 2008. A cultural center, which includes a performing arts theater, was also built and is adjacent to the field, located at Northeast 2nd Avenue and Northeast 62nd Street. These facilities support the proposed scenario of making the MiMo District a sporting destination. Existing motels could become destination resorts for traveling fans, while area sports bars and sports-themed restaurants could become destination points for all sports fans. Ultimately, the construction of a large sporting complex and cultural center will bring more people to the area and create more jobs for locals. (Please see **Appendix 5** for a sample promotional flyer that could be used to promote activities at ESSP.)

The soccer fields in ESSP expect to draw large crowds with stands that seat 850 spectators, press boxes, and a public address system. There are further plans in place to add 580 more seats, showers, locker rooms, and basketball courts. In the future, the park is expected to host international matches at the venue, which will be very beneficial in promoting Little Haiti and the MiMo District, if it chooses to be involved in the effort.

Aside from making its existing motels available to traveling fans and fostering the development of sports restaurants and bars, the MiMo District could also develop a Soccer 5 academy, which would further encourage the sport and the sports-theme in the district. A Soccer 5 academy would offer programs that help soccer players of all levels reach their goals while being able to socialize and exercise.

Another possibility is to utilize the old Immigration Building for creating a large, multi-purpose sporting venue. A potential blueprint for this project may look somewhat like the following:



**Spectators watch a soccer match in Little Haiti's new Emmanuel Sanon Soccer Park**

| <b>Floor</b> | <b>Description</b>                                                                               |
|--------------|--------------------------------------------------------------------------------------------------|
| Roof         | Recreational Pool: aesthetic pool, children’s pool/water park, hot tub,                          |
| 10           | Sports Bar: VIP & special events                                                                 |
| 9            | Bowling Alley/Café and Bar                                                                       |
| 8            | Racquetball & Tennis Courts/Rental and Snack Stands                                              |
| 7            | Indoor Soccer/ Football Field/Snack Stand                                                        |
| 6            | Gaming Room & Café: table tennis, air hockey, foosball, billiards, wii sports                    |
| 5            | Fitness Center & Gym: basketball hoops                                                           |
| 4            | Fitness Pool: lap pool                                                                           |
| 3            | Locker Rooms                                                                                     |
| 2            | Sport Retail & Rental Store: merchandise & sporting goods                                        |
| 1            | Sports Bar: extensive food and drink menu; many TVs displaying international and national sports |

Essentially, this complex will promote sport through many different experiences: As a participant, as a spectator, and through leisurely entertainment. However, its main purpose is to provide people in the area with the opportunity and accessibility to enjoy their favorite (or soon-to-be favorite) sport(s) to the fullest. This, in turn, will not only provide many jobs for individuals in the area, but it will also provide an alternative outlet for individuals who may have used their energy elsewhere in a negative manner, such as committing crimes in the community.

Lastly, a potential partnership with the Miami Heat and offering special promotional activities will help draw people to the bars, which also increases the exposure of the other amenities. Some examples of promotions include:

- ❖ Special price discounts on game days, especially for guests with a ticket
- ❖ Provide parking for fans with tickets and shuttle them to the American Airlines Arena back and forth for the Miami Heat home games
- ❖ Price discounts for guests that wear a Miami sport franchise merchandise (shirt, jersey, hat etc.) on a game day
- ❖ Thursday nights are “Ladies’ Nights” so women at the age of 21 and above receive free drinks until midnight
- ❖ Promotions for residents of Miami-Dade and special promotions for MiMo and Miami Shores residents

## Culinary Row

As the city of Miami's only historic commercial district, the MiMo District is uniquely positioned to become a prime destination neighborhood for those looking for distinctive dining options. The area's emergence as a possible dining destination began in 1999 with the establishment of the Soyka restaurant, which has attracted several other successful restaurants to the MiMo district, including Michy's and UVA 69.

The MiMo District is already capitalizing on its strength as a dining destination by creating unique events that showcase its restaurants. The October 31st, 2009, "MiMoween" day of activities included free drinks (a promotional pitch dubbed "A Sip of MiMo") at a dozen of the district restaurants. The official website of the historic district, [www.mimoboulevard.org](http://www.mimoboulevard.org), avidly promotes events such as these with a banner.

More can be done to further capitalize on this strength, such as:

- ❖ Draw more restaurateurs into the area in order to foster a mix of restaurants, food markets, and gourmet shops,
- ❖ Continue to expand and promote unique and engaging outreach events that will help fulfill the potential of the district,
- ❖ Utilize the Miami 21 zoning regulation to effectively create a pedestrian-friendly district with venues that will enhance the prospects of a "dining destination" scenario,
- ❖ Incorporate the motels into the concept through food service, and
- ❖ Communicate the new image of the area to the South Florida community through popular media shows and tourism-related sources.

With a handful of trendy restaurants already frequented daily by large sizeable crowds, the MiMo District as a dining destination makes perfect sense. Situated just a few miles north of the newly constructed Arsht Performing Arts Center, the MiMo District could become a regular destination for area visitors before and after performances. With causeways just north and south of the MiMo District, the area is also easily accessible to tourists staying on Miami Beach. By focusing on high quality dining, the district will draw attention to its historical significance and architectural style, which will make the district a positive rediscovery to many South Florida residents.



The MiMo Biscayne Association avidly promotes district dining events on its Web site

In order to implement this scenario, it is important to encourage the development of:

- ❖ Bistros and brasseries,
- ❖ Cafés, and
- ❖ Fine dining.

The district should try to curb development of fast food establishments in the heart of the historic district. Fast food restaurants detract from the quaintness that these other venues create.

Fine dining establishments – restaurants such as like Emeril’s, Nobu, Casa Tua, Quattro, Doraku Sushi, Baleen, Abokado – would serve as the main draw, or anchor, of this scenario. The district should also encourage the development of trendy, high-end restaurants that showcase the diversity of the South Florida community, perhaps through the development of a unique food mall or food boutiques – a two-to-three story restaurant centre along the boulevard that would house an array of ethnic restaurants and entertainment from around the world.

Fast casual-dining restaurants – Applebee’s, Baja Fresh, Benihana, Cheesecake Factory, IHOP, Hard Rock Cafe, Panera Bread, Hooters – would also “fit” within the district under this scenario; however, there are already many fast dining restaurants in South Florida, and more opportunities should be given to unique and high-end dining places in the MiMo District.

The development of small eateries and gourmet shops as well as organic food markets, such as Epicure or Whole Foods, would also enhance the district. The area’s motels could be redesigned to fit this scenario by offering gourmet food and selected wines and liquors, and they can make a better usage of their bars and lounge areas by organizing weekly special parties and events, which can also attract area residents. The MiMo District’s motels could also host “Taste & Toast” events, where visitors pay for the drink and get the buffet access free. This same idea could be applied to business lunches for a flat fee.

The district should continue to offer dining-related events and perhaps ask its chefs, like Michy’s Michelle Bernstein, UVA 69’s Michael Vega, and Red Light’s Kris Wessel, to make public appearances on local and national TV shows to further promote their establishments and cuisines.

### **Art Hub**

The MiMo District can easily become the next art hub in Miami. Its historic designation will surely promote the area as unique and artsy. The lower costs of rent and ownership may attract artists, galleries, studios, and exhibits, which would all benefit the district.

South Florida has a very dedicated artistic community. Events such as Art Basel and an abundance of performing arts events, art-based events, and overall art enthusiasm might be beneficial to the MiMo District if it chooses to promote itself as an art hub.

The following are recommendations that would help advance the MIMO district as an art hub:

- ❖ Expand businesses from the nearby Design District, offering incentives and lower rents to persuade vendors to open up shops and displays in the MiMo District as well.
- ❖ Have local artists paint artistic walls and murals throughout the district – this would fall in line with Miami 21’s New Urbanism concept.
- ❖ Bring Art Basel into the MiMo District. Sponsor events in the district during the Basel, promote the area at Art Basel showcases, and try to bring as much Art Basel influence to the area as possible. Promote the MiMo District at Art Basel as an alternative to existing art districts in Miami.
- ❖ Partner with the Arsht Center for Performing Arts. Host events in the MiMo District that promote performances at the center.
- ❖ Host guided tours in the area that showcase Miami Modern architecture and the artistic flavor of the district.
- ❖ Incorporate gallery walks and other art-related events in the area.
- ❖ Host organic or farmers’ markets and other health conscious events that attract artistic types.
- ❖ Embrace local Haitian art and cultural events. Hosts events such as the Goombay Festival in Coconut Grove or Calle Ocho in Little Havana aimed towards Haitian culture.
- ❖ Emulate the ArtCenter located in South Beach by awarding art residencies.
- ❖ Participate in Miami Art Group Gallery events.

## Threats

### I. Opposition from residents

Many residents living in the affluent communities to the east of Biscayne Boulevard have voiced their opposition to redevelopment along the boulevard and within the district. Residents on the east side of the district, specifically those living in Belle Meade, may oppose future redevelopment plans, which may create setbacks.

### II. Miami 21’s height restrictions

With a new mayor firmly opposed to redevelopment, future government decisions, particularly with regard to the Miami 21 plan and its proposed 35-foot height limitation, could hinder redevelopment in the area. Many developers may decide not to invest in the district due to these restrictions.

### III. Safety and perception issues

The aforementioned safety issues that currently exist in and around the district may make visitors reluctant to visit the MiMo corridor. These visitors may instead opt to visit more popular, competing destinations such as Lincoln Road, Ocean Drive and Coconut Grove.

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## BENCHMARK COMMUNITIES

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This section chronicles the development of several historic districts in Florida that fell into disrepair and, in time, were revitalized and turned into thriving communities. Lessons learned from the development may be beneficial to the further revitalization of the MiMo District.

### South Beach

A trendy destination just minutes from downtown Miami, South Beach is known for its nightlife, fine dining, and Art Deco area. It is a relatively small section on the southernmost stretch of Miami Beach – consisting of 23 blocks on the 7-mile barrier island. But during the past decade, South Beach has become one of the most popular hotspots in the U.S.

Considered a top tourist destination, South Beach has been very successful in attracting people from all around the world, both to visit and to live in. This international influence is one of several charms offered by this busy little area, full of shops, restaurants, hotels, night clubs, palm trees, and a sandy stretch of beach.

Over the years, South Beach has been able to incorporate several different activities, businesses and venues that have contributed to its success.

### History

During the 1860s, Miami Beach was a collection of small islands visible from the Miami coast. Sandy beaches lined the ocean side, dense Palmetto grew in the middle, and mangrove swamps filled the bay side of the islands, which were the equivalent of about three city blocks in length and width.

In 1868, Pennsylvania farmer Henry B. Lum sailed up the coast from Key West to Miami to explore the beaches on the east side of Biscayne Bay. He saw three palm trees growing on the beach and they gave him the idea to try his hand at coconut farming. With the help of his son, Charles, the Lums convinced a group of



South Beach

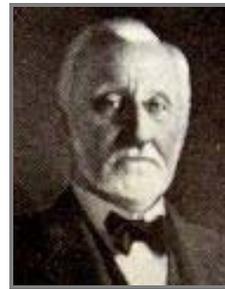
investors to buy 165 acres on Miami Beach for 75 cents an acre in order harvest and farm coconuts.

The Lums' farm was located in the area known today as South Beach. In 1886, Charles Lum built the first home on Miami Beach: A two-story house at the site of the present Tides Hotel at 12th Street and Ocean Drive.

Dense mangroves and mosquitoes made farming difficult and, in 1894, the Lums left Miami Beach, handing their plantation over to John Stiles Collins, a wealthy Quaker from New Jersey. When Henry Flagler completed the extension of his railway line south to Miami in 1896, Collins travelled to the area to inspect his investment. The coconut plantation had been carved out of beach sand and mangrove swamps which were not ideal for farming. Just west and north of the area, Collins discovered a ridge on which pine trees were growing out of black sand – an indication that there was fresh water on the island. He bought an additional 5-mile strip of land between present-day 14th and 67th Streets where he planted an assortment of fruit trees and vegetables.

### Development begins

In 1912, brothers John N. and James Lummus, each president of a different Miami bank, acquired 400 acres of Collins' bay and beachfront land on the southern end of the island through their real estate venture, The Ocean Beach Realty Company. The brothers envisioned building an ocean-front community consisting of modest single family residences that would cater to the inflow of tourists fresh off Flager's train.



John Collins



Carl Fisher

While the brothers drew up a residential plan, Collins began constructing a bridge from Miami to South Beach. That same year, a successful entrepreneur from Indiana named Carl Fisher, who had become rich after selling his automobile headlamp business to Union Carbide in 1909, moved to the island and began acquiring land.

By now, the barrier island had become a popular recreational spot for Miami's mainland residents. A ferry carried residents to the island's bathing pavilion called Tatum Pavilion, the first permanent facility built to accommodate recreational activities on Miami Beach.

When 75-year-old Collins ran out of money to continue building the bridge, Fisher, who was 38 at the time, agreed to



Collins Bridge was considered the "longest wooden bridge in the world." (Photo: Florida Photographic Collection)

lend Collins the \$50,000 needed to finish the project in exchange for 200 acres of land. Once the deal was finalized, the bridge was completed in June 1913. The Collins Bridge replaced the old ferry service that connected the island to Miami, and was awarded the title of being “longest wooden bridge in the world.” The Collins Bridge was replaced in the 1920s with the Venetian Causeway.



**Carl Fisher's home  
on Alton Road**



**Hardie's Bathing Casino  
Ocean Drive just north of Biscayne Street**



**Roney Plaza Hotel  
23rd & Collins**

Fisher, who had vacationed in Miami in 1910 and had seen the potential of developing the swampy, bug-infested islands, continued to build on the islands he later christened Miami Beach. He wanted South Beach to become a successful city independent of Miami. He financed the dredging of Biscayne Bay to create its vast residential islands and built several landmark luxury hotels, including the famous Flamingo Hotel, which attracted the wealthy to the community. Several of these visitors eventually became permanent residents of the island.

On March 26, 1915, the Town of Miami Beach was incorporated. Five years later, the Miami Beach urbanization period began. South Beach's main streets, which included 5th Street, Alton Road, Collins Avenue, Washington Avenue, and Ocean Drive, were all suitable for automobile traffic.

Local businesses started taking off as well. Joe's Stone Crab, a modern-day South Beach staple, was opened in 1918 by Joe Weiss and his wife, Jennie. The couple moved into a bungalow near the Smith's Casino, where Joe Weiss had worked as a cook in 1913. They set up seven or eight tables on the front porch, cooked in the kitchen, and called their house Joe's Restaurant. Jennie waited on tables, while Joe cooked. When it got crowded, they would sit guests in the dining room. They served fish sandwiches, snapper, pompano, mackerel, and some meat dishes. The only restaurant on the beach, they were open for breakfast, lunch, and dinner.

In January of 1921 President-elect Warren Harding spent the winter at the Flamingo Hotel. New hotels opened on the beach, the rich and famous flocked down in droves, and polo grounds and golf courses abounded.

Between 1920 and 1929, millionaires Harvey Firestone, J.C. Penny, Harvey Stutz, Albert Champion, Frank Seiberling, Rockwell LaGorce, Roy Chapin, Alfred DuPont, R.J. Reynolds, and William Randolph

Herst all built mansions on the three-mile stretch known as "Millionaire's Row." Real Estate values soared 1,000 percent between 1914 and 1925, which lead many speculators to believe they could make huge profits overnight.

In 1921, there were five hotels and nine apartment houses on South Beach. By the end of 1925 the community had

- 56 hotels (with a total of 4,000 rooms)
- 178 apartment buildings
- 858 private residences
- 308 shops and offices
- 8 bathing casinos
- 4 polo fields
- 3 golf courses
- 3 schools
- 2 churches

### **Peaks and valleys**

South Beach hit a rough patch in September 1926 when a major hurricane barreled through, damaging hotels and knocking out both telephone and electricity service. More than 400 people were killed during the hurricane and the real estate boom turned bust.

In February 1928, Miami Beach founding father John Collins died. Months later, Al Capone and his gang moved to Miami Beach, bringing the illegal activities of the Prohibition era full-circle as an established operation. The Great Depression delivered the final blow of devastation to Miami Beach when many of its rich residents to sold their estates and moved away.

Only 6,500 permanent residents lived on Miami Beach in 1930. The Depression did not deter tourists or potential homebuyers. By 1935, the population doubled to 13,350. By 1940, 28,000 permanent residents lived on Miami Beach. Those numbers swelled by more than 78 percent during the winter months, when seasonal residents returned to Miami Beach.

By the 1930s and 1940s, tourism rather than land speculation became the major attraction on Miami Beach. Architects responded by designing buildings with Mediterranean and abstract ornaments. These



**World War II recruits, wearing gas masks, are shown undergoing training exercises on Miami Beach during the war. (Photo: Florida State Archives)**

structures soon transitioned from Mediterranean-eclectic to the three dimensional, Streamline Moderne brand of Art Deco that has become the hallmark of Miami Beach today.

By 1936, 38 new hotels, 110 apartment buildings, and 320 houses were constructed. The following year another 150 hotels and 508 apartment buildings opened. When founding father Carl Fisher died in 1939, the city dedicated a bronze bust memorial to him near his home on North Bay Road.

Miami Beach became part of the war effort during the 1940s. After the bombing of Pearl Harbor in 1941, the U.S. Army Air Corps took command of Miami Beach. Many South Beach hotels became officer training schools for the GIs stationed on the beach while the larger hotels served as hospitals. Hotel owners were compensated by the U.S. government, who paid for these GIs to lodge at the hotels as well. Many of these soldiers returned to Miami Beach after the war with their new brides and started new families as residents of the beach.

After the war, more hotels were built on South Beach as Middle America flew down to visit its sandy beaches. By now Miami Beach was losing its low skyline to high-rises. In 1952, Ben Novak bought the one-block Firestone estate and commissioned the controversial architect, Morris Lapidus, to build the Fontainebleau Hotel. As the building and tourist boom continued, "Millionaires Row" became "Hotel Row." By 1950, the population had increased to 46,300. By 1960, the population had nearly doubled to 63,200 residents. In 1964, South Beach became even more famous when comedian Jackie Gleason brought his weekly variety series, 'The Jackie Gleason Show, to the area for taping, a rarity in the industry at the time.



In 1964, Jackie Gleason moved his home and television show to Miami Beach. He opened his weekly show with the famous words, "From the sun and fun capital of the world, Miami Beach, it's The Jackie Gleason Show."

### Changing faces

In 1970, Miami Beach's population swelled to 87,000 residents. By the late 1970s and into the 1980s, South Beach's demographics had changed. The young families that had moved in post-World War II had been replaced by the elderly.

South Beach had become a retirement community. Many hotels had been converted to apartments that were now filled with elderly residents living on small, fixed incomes. Other hotels and buildings that were left abandoned and in a state of disrepair became dens for cocaine addicts and the homeless.

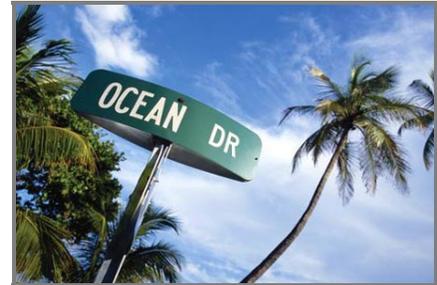
The drug-dealing "cocaine cowboys" of the 1980s also set up their base of illegal operation on South Beach. Their activities were dramatized in the 1983 Brian de Palma film *Scarface* and on the hit TV show *Miami Vice*. While *Miami Vice* shed light on the crime on South Beach, the show also promoted the sleek, pastel-colored Art Deco designs on the beach and incorporated that look in the characters' fashions.

## Revitalizing South Beach

Even though one mile of South Beach received an Art Deco District designation on the National Register of Historic Places in 1979, the designation was not enough to rid the area of crime and the decaying image.

Led by founder Barbara Baer Capitman, a group of artists, writers, and photographers known as the Miami Design Preservation League continued its efforts to protect the historic old Art Deco buildings.

The cool, sleek image promoted by *Miami Vice* during its run eventually led to a renaissance on South Beach by the late 1980s. Crime was swept out of the area and the elderly retirees were soon replaced by an influx of fashion industry professionals who moved in, including Irene Marie, a former international fashion model and fashion columnist who bought the Sun Ray Apartments (famous for the chainsaw scene in *Scarface*) and opened Irene Marie Models – the first international full-service modeling agency in Florida. Many other large New York-based modeling and fashion firms soon followed as photographers and designers from around the world flocked to this rediscovered Art Deco oasis.



South Beach got a trendy makeover in the late 1980s and into the 1990s

## South Beach today

While poverty, homelessness, and crime still exist in pockets of South Beach, the area is considered one of the wealthiest and prosperous commercial districts on Miami Beach.

No matter the time of day, South Beach draws the most attention on the barrier island. It is a hub of night clubs, restaurants and hotels, and draws a wide array of tourists from all over the globe.



Aside from visitors, South Beach is home to a diverse population. About 55 percent of residents speak Spanish as a first language, while 33 percent speak English as a first language. Other cultural groups presently residing on South Beach include Europeans, Brazilians, Russians, and Canadians. As far as other languages,

- ❖ An estimated 3 percent of the population speaks Portuguese,
- ❖ An estimated 2 percent of the population speaks French,
- ❖ An estimated 1.12 percent of the population speaks German, and
- ❖ Less than 1 percent of the population speaks Italian and Russian.

## Geography

South Beach has several numerical streets which run east-west, starting with First Street and the largely pedestrian between 16th and 17th. It also has 13 principal Roads and Avenues running north-south, which, from the Biscayne Bay side, are Bay Road, West Avenue, Alton Road, Lenox Avenue, Michigan Avenue, Jefferson Avenue, Meridian Avenue, Euclid Avenue, Pennsylvania Avenue, Drexel Avenue, Washington Avenue, Collins Avenue and Ocean Drive.

## Important Areas of South Beach

### Lincoln Road

Lincoln Road is a pedestrian-friendly outdoor mall that runs between 16th and 17th streets. Once open to vehicular traffic, Lincoln Road is now closed to traffic between Washington Avenue and Alton Road. It is lined with shops, sidewalk cafés, bars, restaurants and galleries.

Originally, Lincoln Road was covered by mangroves. In 1912, Lincoln Road was cleared and became known as the town's social center and featured premium retail destinations.

In 1960, Morris Lapidus, who built the Fontainebleau Hotel, redesigned Lincoln Road along the lines of Miami Modern architecture. The road was closed to traffic and became one of the nation's first outdoor pedestrian malls.

Today, Lincoln Road features a state-of-the-art multiplex cinema, a concert hall, boutiques, national retail stores, fine restaurants, and bars.



Lincoln Road

## Ocean Drive

The easternmost street on South Beach, Ocean Drive runs from 1st Street north to 15th Street. Ocean Drive is the hub of South Beach's vibrant night life and aesthetic fame. The area features Art Deco hotels, restaurants, retail stores, bars, palm tree-laden Lummus Park and the sandy beach.

It is a popular Spring Break and tourist destination and is home to the highest concentration of Art Deco buildings in the U.S.



Ocean Drive

## Collins Avenue

Also known as A1A, Collins Avenue runs parallel to Ocean Drive just one block west. Like Ocean Drive, Collins is home to many historic Art Deco structures and is also home to several nightclubs. North of 41st Street, between the Atlantic Ocean and the Indian Creek, the avenue is lined by hotels from the 1950s and 1960s, such as the Eden Roc and the Fontainebleau Hotel, which was recently renovated and reopened in November 2008.



Collins Avenue

## Española Way

Española Way, which runs from Collins Avenue to Pennsylvania Avenue, was conceived in 1925 as a "Historic Spanish Village," modeled after the romantic Mediterranean villages found in France and Spain. Today it consists of art galleries, restaurants, and shops.



Española Way

## Alton Road

One of the main arteries on Miami Beach, Alton Road is the main north-south thoroughfare near Biscayne Bay. On the part that traverses South Beach, the road is host to many local businesses, including dry cleaners, small furniture stores, small grocery markets, non-chain restaurants and fast food restaurants. It is mainly residential once it crosses Michigan Avenue north of South Beach.



Alton Road

## Washington Avenue

Washington Avenue is one of the best-known streets on South Beach. Running parallel with Ocean and Collins, Washington is notorious for having some of the world's largest and most popular nightclubs. During high season the street is jammed with traffic every night of the week.



Washington Avenue

## Coconut Grove

Located in the city of Miami, Coconut Grove was established more than a century ago by Bahamian settlers. It is one of the oldest neighborhoods in the city comprised of affluent and economically disadvantaged areas.

Coconut Grove was settled in the early 1800s by black Bahamians who came to South Florida in search of jobs and homes. These new settlers were mainly comprised of craftsmen and laborers responsible for the building of the Peacock Inn. In the late 1800s, a new migration of people settled the land comprised of Americans from the Northeastern United States, British and white Bahamian immigrants. The city of Coconut Grove, originally spelled Cocanut Grove, was first established in 1873 before the city of Miami was incorporated. Then in 1925, it was annexed to the city of Miami and the “a” was dropped and dropped establishing the name of this neighborhood as Coconut Grove.

Coconut Grove is one of the oldest neighborhoods in the city of Miami comprised of affluent and economically disadvantaged areas. The eastern section of the neighborhood contains the more desirable and affluent homes and businesses, whereas the western section consists of the economically disadvantaged homes. The neighborhood is located south of South Dixie Highway, also known as U.S. 1, nestled between the Rickenbacker Causeway on the east and LeJeune Road also known as Southwest 42nd Avenue on the west. This section of the city is easily accessible by Public transportation including Miami-Dade County buses and the Metrorail.

The Coconut Grove shopping area, or CocoWalk, is comprised of about 100 specialty shops and boutiques. Their offerings range from art galleries, framing and art restoration, thrift and consignment stores, theaters, wine and cigar shops to men, women and children clothing stores. They also have about 60 eateries,



Coconut Grove's CocoWalk

bars and night clubs. They have a wide variety of bakeries, cafés and restaurants. Although they mainly have specialty owned shops, they also have major anchor tenants. Among the major retail tenants are the GAP, Victoria Secret and FYE, and the major dining retail chains are Chili's, Hooters, Starbucks, and the Cheesecake Factory. CocoWalk is also home to a Muvico theater.

The Grove is also known for its many festivals. Among these festivals is the Coconut Grove Arts Festival. This event has been taking place for the past 46 years and attracts more than 150,000 people to art exhibits, fine cuisine sampling, and live entertainment. They also have smaller art events, including the Coconut Grove Art Stroll, the Mad Hatter Arts Festival and the “Art”ernative to Art Basel. The Coconut Grove Art Stroll is an event that exhibits one-of-a kind art, live music, and children’s arts and crafts. The Mad Hatter Festival is a showcase of local artists and serves as the kick-off event for the merchant holiday season. In addition, they also hold wacky and outrageous events such as the King Mango Strut that depicts politicians and celebrities in a humorous light.

Coconut Grove Art Festival.

In addition to the artsy events, they also have weekly and monthly markets. Every Wednesday, the Mayfair atrium hosts the Coconut Grove Green Market, where locally grown and organic fresh produce, prepared international foods, artisan baked goods, and flowers are sold. Coconut Grove also hosts a monthly indoor-outdoor market for the sale of antiques, collectibles, furniture and jewelry.

### **Crime reduction initiatives**

The Coconut Grove area experienced major quality of life issues that stalled the development of the city. The area was divided into the East Grove and the West Grove sections. The East Grove was a major attraction for visitors, but the West Grove area was dominated by an economically depressed community known for drug use and sale, drinking in public, disorderly intoxication, and panhandling. The Miami Police Department first implemented the “Zero Tolerance” strategy to clean up the area. The department tried using more personnel pulled from other communities, thus allowing the area to be patrolled 24 hours a day, seven days a week. They also used street signs to notify the community that the area was considered a "Zero Tolerance” zone with respect to quality of life issues. Unfortunately, this strategy did not prove successful because the police personnel were inconsistent and constantly changing. For the most part, officers assigned to the area did not want to be there. They were assigned on a temporary month-by-month basis that did not allow them to become familiar with the community.

In response to these issues, the Miami Police Department established the “Problem Solving Team” (PST) from funding provided by a Federal grant. They hired ten officers to patrol the area on an ongoing basis with a focus on issues residents deemed of high importance. The officers hired for the PST were required to demonstrate a desire to work in the area. As a result, by 2001, the team had significantly changed the quality of life issue confronted in the past. The West Grove area in particular decreased auto thefts by 23 percent,

burglaries by 26 percent and assault and batteries by 14 percent. These major accomplishment were achieved from the tips produced by residents witnessing drug sales, illegal dumping and drinking in public. The strategy was successful because the community got to know the officers and trusted them.

## Ybor City

Founded by cigar manufacturers more than a century ago, Tampa's Ybor City successfully blends the past and present, drawing hundreds of visitors and tourists to the area daily. The district comes alive at night along 7th Avenue, Ybor City's main thoroughfare, as visitors barhop, visit night clubs, shop or dine along the illuminated strip. The vibrant nightlife this historic district experiences today is the result of a city-led restoration and redevelopment effort that began in the 1980s. The area had been abandoned for almost 50 years after cigar manufacturers ceased production during the wake of the Great Depression. Today, the neighborhood, which is northeast of downtown Tampa, is a National Historic Landmark District with several of its structures listed in the National Register of Historic Places. In 2008, 7th Avenue was recognized as one of the "ten greatest streets in America" by the American Planning Association.



**Ybor City's main thoroughfare, 7th Avenue, is lined with night clubs, bars, shops, and restaurants that draw hundreds of visitors and tourists to the historic district daily.**

## History

Spanish businessman Vicente Martinez Ybor had already considered moving his cigar operation out of Key West when he visited Tampa for the first time during the early 1880s. At the time, less than 1,000 residents lived in the Tampa area, located off the warm waters of the Gulf of Mexico on Florida's west coast.

In 1856, Martínez Ybor founded his cigar manufacturing operation in Havana, Cuba, where he produced the highly popular *El Príncipe de Gales* ("Prince of Wales") cigars. At its zenith, the plant produced about 20,000 cigars per day. When political unrest between the Spanish government and Cuban rebels gripped the island in 1868, Spanish officials threatened to arrest Martínez Ybor for sympathizing with the Cuban rebels bent on freeing Cuba from Spanish rule. These rebels declared war on Spain that same year, fighting Spanish soldiers and overtaking Cuban villages and towns throughout the countryside in what became known as Cuba's Ten Years' War. Rather than stay and face possible imprisonment, Martínez Ybor slipped out of the island and relocated his cigar operation to Key West, Florida. Business prospered in Key West through the mid-1800s. But conflict between Spanish and Cuban workers, labor unrest, and difficulty transporting products to Cuba forced Martínez Ybor to scout another location in Florida for his cigar operation.

Martínez Ybor liked Tampa's potential. The fledgling community may have been small, but it had access to good ports and a railway line. Enticed by a subsidy from Tampa's Board of Trade, Martínez Ybor bought 40 acres of scrubland northeast of Tampa in October 1885. He continued to purchase land and, the following spring, he founded the area as a company-town named Ybor City.

### Diversity within a thriving community

Cigar manufacturing required a skilled labor force that Tampa could not provide. As a result, Ybor built small houses for his workers who followed him from Cuba and Key West. This influx of workers and the take off of the cigar manufacturing production provided an incentive for other cigar makers to move to Tampa. As time passed, Tampa became a major cigar production center. In late 1880s, Italian and Jewish immigrants moved to the area seeking work as cigar rollers. Most of these immigrants wound up opening up mom-and-pop stores that catered to cigar manufacturing workers.

In 1887, the city of Tampa annexed the neighborhood. By 1900, Ybor City had become a vibrant neighborhood full of brick buildings, trolley cars, and many social and cultural opportunities. Because of this boom in Ybor City, Tampa's population rose to almost 16,000 residents. Ybor City became a diverse city of immigrants and continued to expand and thrive during the first decade of the 20th century.



Vicente Martínez Ybor brought the cigar trade to the Tampa area during the 1880s



Cigar rollers ("tabaqueros") at work in an Ybor City factory

Cultural groups and social clubs sprung up around the city, allowing immigrants to grow and network within their own communities – the largest group, El Centro Austuriano, accepted members from any ethnic group. While racism was subtle in Ybor city, Tampa’s Jim Crow’s laws prevented dark-skinned Cubans from belonging to the same cultural groups as their light-skinned countrymen. Differences of skin color in the same family made joining the same club very difficult.

### **A devastating blow to the industry**

More than 500 million cigars were being rolled per year in Ybor City at the onset of the Great Depression in 1929. The effects of the Depression delivered a devastating blow to the cigar manufacturing industry. Global demand for cigars faded as consumers switched to cheap cigarettes. Many cigar factories in Ybor City responded by laying off workers and shutting down operations. The downward trend continued throughout the 1930s. Plants that remained in operation reduced their labor force and automated the process of cigar rolling by investing in machines. After World War II, many returning soldiers moved out of Ybor City due to job scarcity. The inability to buy a new home in the aging neighborhood through a federal government loan for veterans also drove many GIs away.

The historic neighborhood began to fall into decay from the 1950s through the 1960s. A federal urban renewal program demolished several old factories and buildings to make way for newer developments, but a lack of funding halted new construction, leaving behind several vacant lots in a city that would remain abandoned for more than 20 years.

Construction crews demolished several more historic structures in the former center of Ybor City to make room for the I-4 highway, which cut most of the north-south routes through the area.

By the early 1970s, the neighborhood’s population had dropped to an estimated 1,000 residents. Very few businesses remained in the city, with the exception of the Columbia Restaurant – a local staple of Ybor City – and a few other businesses along 7th Avenue. Despite these setbacks, the 7th Avenue commercial strip and 956 historic buildings were placed on the National Registry of Historic Landmarks in August 1974.

### **Revitalization**

A new migration of artists looking for interesting and inexpensive studio quarters moved to Ybor City and began revitalizing the decaying neighborhood during the 1980s. This push to restore and preserve the neighborhood earned Ybor City the title of National Historic Landmark

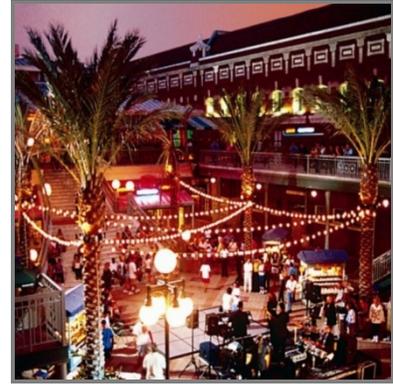


**Inside the Columbia Restaurant, one of Ybor City’s oldest restaurants now serves as a big draw for tourists**

In 1990, Ybor City Commercial development followed and, by the late 1990s, several of the older brick buildings that had been vacant for decades were being transformed into bars, restaurants, nightclubs, and other nightlife attractions. Traffic exploded, and the city of Tampa built parking garages to accommodate visitors.

By 2000, the city of Tampa and the Ybor City Chamber of Commerce joined forces and developed Centro Ybor, a family-oriented shopping complex and movie theater built in what was formerly the Centro Español social club. New apartments, condominiums, and hotels have been built on long vacant lots, and old buildings have been restored and converted into residences and hotels. Redevelopment brought new residents to Ybor City, and 7th Avenue thrived once again drawing a younger, party crowd.

In late 2007, GaYbor – an Ybor City-based association for the gay and lesbian community – sprung up on the west side of the neighborhood, which led to the development of commercial properties such as bars, stores, and restaurants specifically for members of this new community.



What was once the Centro Español social club at the turn of the 20th century comes alive at night as Centro Ybor

## Ybor City today

Ybor City's population has soared in recent years, growing by more than 42 percent between the years 2000 and 2003; it is home to more than 3,000 residents. Total private and public investment in the district during the past 10 years has been approximately \$200 million. During the past decade,

- Most historic buildings have been rehabilitated and occupied,
- Most vacant land has been developed,
- Approximately 200 new businesses have opened up in the community,
- Over 2,500 new jobs have been created,
- Redevelopment has created about 1 million new square feet of renovated space,
- The district has started hosting 15 annual events per year, and
- The annual number of visitors to Ybor City has reached over 2 million per year.

## Public transit

The public transport system is comprised of the TECO Line Streetcar System, which joins Ybor City, the Channel Side District, and Downtown Tampa. The Hillsborough Area Regional Transit runs the street cars and the bus system. A shuttle operated by the company Nevs also moves passengers between Tampa's core

neighborhoods, including Ybor City. In essence, there are several ways for residents and tourists to reach Ybor City.

## **Downtown Delray Beach**

Downtown Delray Beach is a vibrant community mixing art, nightlife, fine dining, and special events with the local and tourist community. Similar to Biscayne Boulevard in the MiMo District, Downtown Delray Beach has a main thoroughfare, Atlantic Avenue, which runs directly through the heart of the district. Like Biscayne Boulevard, Atlantic Avenue has undergone several successful redevelopments in recent years. The thoroughfare is now a main attraction in the area. Downtown Delray Beach was not always like this. At one point it was plagued with trash and crime, very similar to the MiMo district. After taking measures to correct these problems, Downtown Delray Beach has evolved into the vibrant community it is today. Through the efforts of dedicated residents and the organization and effectiveness of the Downtown Delray Beach Master Plan, redevelopment has been extremely successful.



**Downtown Delray Beach**

### **Demographics**

Delray Beach is home to more than 64,000 residents, according to U.S. Census Bureau estimates for 2008. The city's population is 66 percent white, 29 percent African-American, 7 percent Hispanic, and 1 percent Asian.

Median income per household is approximately \$43,000 per year. At the time of the 2000 Census, Delray Beach had the 16th highest population of Haitian residents in the U.S.

### **Redesigning the district**

The Downtown Delray Beach Master Plan was created to assist in the development of Downtown Delray Beach and Atlantic Avenue. The plan called for a general sense of aesthetic unity throughout the community, beautification initiatives, the promotion of local ownership, the preservation of the character of the city, the building of a dignified entrance to the city, a slowing down of traffic, the protection of the integrity of neighborhoods, the incorporation of public art along the avenue, and the creation of new parks. The Master Plan was adopted on March 19, 2002, and involved hundreds of stakeholders from many different groups, including residents, businesses, youth groups, developers, religious institutions, service providers, and the local government. The plan was primarily funded through a grant from the John D. and Catherine T.

MacArthur Foundation, with additional funds contributed by the city of Delray Beach and the Delray Beach Community Redevelopment Agency.

### **The Clean and Safe Initiative**

The Clean and Safe Initiative is a Delray Beach organization that was started in 2004 to respond to challenges concerning public safety, litter, trash control, and maintenance. The program ensured that public safety standards are met, improved lighting, improved the quality of landscape maintenance and cleanliness, improved the maintenance of streetscape furniture and amenities, and improved the reporting of project status.

The committee is funded by the Community Redevelopment Agency with money generated from their tax increment financing. The CRA also funds two additional police officers to patrol the area. The initiative is staffed by four general maintenance workers, a full time electrician, and four police officers.

### **Young Circle**

As the city of Hollywood, Florida, aimed at resurrecting its downtown area, particularly the Young Circle zone, it sought to capitalize on Young Circle's authentic historic character, its unique park, and its pure circular shape in order to make Downtown Hollywood a significant part of Broward County and South Florida. City officials thought a combination of a new Arts Park and cogent design that focused on the circular shape could launch Hollywood's status as a significant and unique place. With the goal of attracting a large amount of foot traffic, the revitalization process primarily focused on creating a comfortable pedestrian environment with pedestrian activities. City officials worked with the consulting firm Zycovich to plan out and implement rehabilitation initiatives. The firm worked with three major developers who had a plan to build projects around

the circle, and those projects helped shape the area's overall zoning recommendations.

The firm's report provided design standards for private development and provided a path for the zoning recommendations to be integrated into the new zoning code as well as into the city's existing design manual. The design standards were created to help developers and their architects build high quality buildings and detailed façades.

In order design a pedestrian-friendly area, the city and its hired consultants developed the following strategies:

- ❖ Ensure there are sufficient, coordinated activities that encourage leisure activities such as shopping and dining in order to create a synergy between pedestrian mobility outside the park and arts as well as cultural activities inside the park.
- ❖ Capitalize on existing and planned artistic resources in the area to form a good base of arts activities and enact a solid partnership among the various uses. With arts and cultural facilities already in the area, the city hoped that building new edifices could help tie those facilities together, supported by the influx of new residential units.
- ❖ Create a network of green spaces and public greenways that connect the circle to the Hollywood Golf Course.
- ❖ Extend Hollywood Boulevard and join the business district across Young Circle Park to the eastern part of Hollywood Boulevard, the golf course, and surrounding neighborhoods.
- ❖ Create a sufficient quantity of pedestrian street crossings.
- ❖ Ensure development maintains and reinforces the circular shape of Young Circle. Thus, buildings fronting Young Circle were built with curved façades which follows the build-to line established in the zoning code. The curve design was set back at a certain height and continued to the top of the building.
- ❖ The city retained its right to update its zoning code without compromising development rights.
- ❖ As tool to ramp up pedestrian activity, restaurants, and retail on both sides of the circle, the park had to be as pedestrian-friendly as possible. The city worked with the Florida Department of Transportation (FDOT) streets division to facilitate safe pedestrian crossings and encourage a pleasant environment for pedestrian movement. The City made the following recommendations to FDOT, which were approved by the state agency:
  - Eliminate parking around the periphery of the park.
  - Create a double bay of parking on the commercial side of the street.
  - Create a wide, shaded promenade to separate the travel lanes from the parking and to narrow the crossing distance.



**Hollywood's Young Circle**

- Widen the sidewalk to accommodate more café tables.
- ❖ Landscape included a combination of shade trees and palm trees.
- ❖ The city ensured that any new street blocks follow a consistent length that coalesces with pedestrian movements. Blocks that are too long overwhelm pedestrians and discourage them to take a stroll. Shorter blocks, a maximum depth of 300 feet, were considered ideal.

## Main Street, Miami Lakes

Miami Lakes Town Center, commonly known as Main Street, is an upscale, boutique-lined shopping center nestled in the 3,000-acre, pedestrian-friendly Town of Miami Lakes. Located at the heart of Miami Lakes, Main Street runs about 0.3 miles between Northwest Miami Lakeway and Ludlam Road (Northwest 67th Street). The 90-acre site extends into the North Star Shopping Plaza on Ludlam Road. Main Street serves as a mixed-use suburban town center consisting of retail shops, offices, residential apartments, and lodging. Anchors along Main Street include a movie theater, Tony Roma's, Shula's Steakhouse 2, Buca di Beppo, and Don Shula's Hotel.

Phase I of Main Street was built in 1983 and Phase II, on the west side of Northwest 67th Avenue, was completed in 1985. The architectural design of Main Street and the Town of Miami Lakes is based on the European “New Town” concept, which emphasizes the creation of a “total living environment” where people can both live and work. Under this design plan, Main Street serves as the town center where people gather to eat, shop, and socialize. The third and final phase of Main Street – the North Star Shopping Plaza – was completed between 2004 and 2005. When asked by the Miami Herald in 2003 why it had taken so long to complete Main Street, Carol Graham Wyllie, president of Miami Lakes Properties said: “For a long time people have wanted this property on Ludlam [Road], but we shied away from it. Instead of taking a piece and doing something with it, we wanted to have a cohesive plan....” Under the plan, the buildings on Main Street are relatively low in height – only one to three stories tall.



**Main Street, Miami Lakes**

### Demographics

An estimated 415,000 residents live within five miles of Main Street, and the average household income is an estimated \$72,842, according to recent census estimates. More than 20,000 employees hold daytime jobs in the immediate vicinity.

## Main Street and the MiMo District

There are distinct differences between the MiMo District and Main Street:

- Unlike Main Street, MiMo is a much longer stretch of road, running 1.74 miles along Biscayne Boulevard.
- While Main Street is a quaint, pedestrian-friendly, suburban center, the MiMo corridor is on a highly traveled state road that serves as a main traffic artery in the city of Miami.
- Main Street's architectural concept is consistent; the currently layout in the MiMo District is not. Architectural fragmentation along the MiMo corridor is excessive. Unlike the buildings along Main Street, which were all designed under a common theme, there is no architectural continuity from block to block along the MiMo corridor.
- There are very few anchors along the MiMo corridor that will ensure frequent and repeat visitors.
- The MiMo corridor is not pedestrian friendly and has little parking for commuters.
- The MiMo corridor is not perceived as pedestrian friendly.

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## MIMO: DESIGNING ITS FUTURE

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The MiMo District presently has a series of strengths it can use to maximize opportunities. In order for these opportunities to bear fruit, the district must first minimize or eliminate the weaknesses and threats that have been detailed in this report.

The district has a rich architectural history dating back to the 1950s. Several buildings of that era still dot Biscayne Boulevard today, which earned MiMo a historical designation from the City of Miami in 2006. While some structures sit dormant and in disrepair along the boulevard, others are vibrant businesses, such as motels, restaurants, and quaint shops. In addition to these historic structures, MiMo also has the historic Coppertone Girl ad at 7300 Biscayne Boulevard. The Coppertone Girl's image is strongly linked to 1950s beach-side culture, particularly on Miami Beach and South Florida. The ad acts as a historic landmark of that era and naturally fits in the MiMo District, especially among its sleepy, beach-style motels. MiMo business owners, entrepreneurs, and residents all benefit from this historic designation by way of incentives such as tax breaks and exemptions for the upkeep of these historic buildings.

Historic designation and architecture aside, the MiMo District can capitalize on a few other strengths, including:

- **Location.** MiMo is only minutes away from dense urban centers such as downtown Miami and the Design District. It is also near commercial and entertainment areas that receive a high volume of visitors on a weekly basis such as Bayside Marketplace, the American Airlines Arena, and the Adrienne Arsht Center for the Performing Arts.

- Destination spots. The MiMo District already has several unique restaurants along Biscayne Boulevard that draw a handsome number of patrons every day such as Soyka, Andiamo, Michy's, Uva 69, and Red Light.
- A general willingness to revitalize the area.
- Recent improvements to Biscayne Boulevard, lighting, sidewalks, and landscaping.

In order for the MiMo District to capitalize on its strengths, it must first minimize or eliminate several weaknesses hindering the area's attempt at redevelopment. The main weakness affecting the area *is* crime. Several areas within the MiMo District seem to attract criminal activity, particularly abandoned buildings and dilapidated motels that have suffered decades of neglect. Many of the same historic motels that could serve as 1950s-styled destination resorts for tourists are currently in a state of decay and disrepair. Many of the currently operating as motels that act as havens for prostitutes and drug addicts to engage in illegal activity. A symbiotic relationship has developed between these motels and the criminal element in and around MiMo. While most crime incidents tend to occur west of Biscayne Boulevard, these abandoned or dilapidated structures and motels dot Biscayne Boulevard equally on both the east and west sides of the strip and attract illegal activity.

While city of Miami police officers patrol the MiMo District and have a Neighborhood Enhancement Team, which covers the Upper East Side community and is at 6599 Biscayne Boulevard near Legion Memorial Park, there are not enough officers on the street to reduce the level of crime in the area, particularly at night. The need to increase patrols, especially at night, is vital in making the MiMo District a nightly dining and entertainment destination.

In addition to existing conditions at the operating motels and a lack of policing, it appears socioeconomic conditions west of Biscayne Boulevard are also stoking MiMo's crime problem. MiMo neighborhoods immediately west of Biscayne Boulevard are impoverished and crime-ridden. Burglaries, robberies, car thefts, and aggravated assaults are among the crimes most common on the western side of the MiMo District, where homes generally house low-income families. The rate of these crimes increases dramatically when one crosses the railroad tracks along NE 4th Court going west into Little Haiti. There seems to be little contrast between the western portion of the MiMo District and the area of Little Haiti that abuts these western MiMo neighborhoods, which gives the perception that these two areas – as distinct as they may be from one another – are in some way fused together. It is because of this that it becomes easy to see how (1) crime from Little Haiti may spill over to the Biscayne Boulevard corridor, and (2) the area community perceives MiMo as a high-crime area. Because no differentiating factors exist on the western side of the district, MiMo's identity is currently being fused with the poverty and rampant crime plaguing Little Haiti.

That image is further cemented by the U.S. Department of Immigration building on NW 79th Street – the focal point of several violent protests, riots, and cultural clashes during the federal government agency's 40-year presence at the location. The structure, which now sits abandoned along Biscayne Boulevard, has

become a notorious “landmark” to the South Florida community, which immediately links it to the crime and poverty in the surrounding area.

Socioeconomic conditions are diametrically opposite on the east side of the corridor, which is inhabited by affluent, higher-income families. One would think that the presence of this social class would benefit the MiMo District, however, it is currently adding to the perception problem. These residents have barricaded the roads that were once connected to Biscayne Boulevard in an effort to (1) curb crime in their communities, and (2) disassociate themselves from the negative image MiMo and neighboring Little Haiti conjure up. This unwillingness to connect to Biscayne Boulevard and the MiMo District indirectly hurts the perception of MiMo’s redevelopment effort.

Overall, MiMo’s current weaknesses paint a portrait of a district suffering from the effects of extreme fragmentation along the Biscayne corridor. While destination points exist along the corridor, this fragmentation is attracting crime and discouraging developers from investing in the district’s redevelopment efforts. In addition, the corridor also suffers from:

- Dense vehicular traffic and a fairly high-speed limit, which discourages pedestrians from walking through the district. There are no crosswalks or medians that enable them to cross the boulevard safely.
- The perception of limited parking near popular businesses and restaurants.
- Political influences that could hinder future development in the area, and
- Limited financial resources for redevelopment.

Weaknesses aside, there are several threats the MiMo District faces that are beyond the district’s control:

- Residents on the east side of the district, specifically those living in Belle Meade, may oppose the district’s redevelopment plans, which would create setbacks.
- Safety issues make visitors reluctant to visit the MiMo District at the present moment. These potential visitors may instead opt to visit more popular, competing destinations such as South Beach or Coconut Grove.
- With a new mayor firmly opposed to redevelopment, future politicking within the city of Miami may pose a threat to continued efforts at redevelopment, particularly with regard to the Miami 21 plan.

Once the MiMo District corrects its weaknesses, it should build upon its strengths in order to (1) minimize the threats it could potentially face, and (2) capitalize on existing opportunities. As a result of the weaknesses the district is currently grappling with, several opportunities are not being maximized. The MiMo District, for instance, currently has several restaurants that draw a large volume of patrons. The district, however, does not offer other anchors that will keep these visitors in the neighborhood once they finish dining. If a visitor wants to go shopping, he must drive to Aventura or drive to downtown Miami. Building shops, retail centers, salons, spas, and a movie theater along the corridor would encourage visitors to stay in

the MiMo District a little longer and browse around. In order to further cultivate this strength, the district must continue to work with the Florida Department of Transportation in order to make the MiMo District's streets, particularly Biscayne Boulevard, pedestrian-friendly. The historic motels and the U.S. Department of Immigration building could be redesigned and redeveloped to fit the new scheme of the district. Additionally, there are other opportunities the MiMo District can capitalize on:

- As a historic district, it can apply to obtain grants for further redevelopment,
- New developments and businesses will create new jobs for the local community in the years ahead.

Every benchmark community discussed in this report has its own unique history – histories that include a fall from grace and a revitalization effort that successfully turned each area into a destination point. South Beach's experience, for example, closely parallels the development of Biscayne Boulevard and the MiMo District – from their inception entering the 1920s, their ability to survive the Great Depression and World War II eras, their zenith during the 1950s and 1960s, through their eventual decent into crime and disrepair during the 1970s and 1980s. Like the MiMo District, South Beach also received its historic designation during a time when crime and perception issues were prevalent on the beach. The area received enough exposure, albeit negative, through film and television to attract artistic visionaries to the area who, a decade later, were able to begin revitalizing the South Beach, eventually turning it into the popular destination spot it is today. Ybor City followed a similar path. A community of artistic visionaries also helped reshaped the decaying neighborhood steeped in a history of immigration and hard work.

Like the benchmark communities, the MiMo District must continue emphasizing and cultivating elements of its past along the corridor as part of its redevelopment efforts. At the moment, however, much fragmentation exists along the boulevard. A historic structure may be followed by a nondescript empty building or shopping center that does not seem to “fit” the motif. This pattern tends to continue for a few blocks until the next historic building is reached. Young Circle had a similar issue and “linked” its structures and designs together by extending Hollywood Boulevard so that it would join the business district across Young Circle Park to the eastern part of Hollywood Boulevard, the golf course, and surrounding neighborhoods. This continuity encouraged walkability, which should be one of the MiMo District's goals, particularly in terms of design.

Like the benchmark communities, the MiMo District is centrally located. Unlike the benchmark communities, the city has been minimally involved in the redevelopment of the MiMo District. The city of Miami has simply continued its initiative to repave Biscayne Boulevard and repair the boulevard's sidewalks. Based on the overall experiences of the benchmark communities discussed in the previous section, it appears local government involvement and its funding is an essential ingredient for broader scale redevelopment. In the cases of Downtown Delray Beach, Young Circle, and Main Street in Miami Lakes, the local government

charted out a plan with area businesses, developers, and consultants to prepare a blueprint they could follow that would: (1) clean-up the area if it was crime-ridden, (2) draw in new businesses, and (3) effectively develop or redevelop the area based on a set of goals.

Aside from not having full financial support from the city of Miami, the MiMo District does not appear to have a clear vision of its redevelopment. Before approaching the city, the district should, above all, develop a clear plan for redevelopment, similar to Downtown Delray Beach and Young Circle. This will ensure that tax money on redevelopment is not squandered. Then, perhaps by working with city workers at the NET office located near Legion Park, the district can propose this clearly detailed plan to city officials and request the city's full financial backing for redevelopment, even if it means working around the parameters of Miami 21's 35-foot height restriction for the time being. Main Street in Miami Lakes, for example, has a very low height restriction of about three stories and has been able to establish itself as a vibrant community center during the past two decades. Working within the current parameters will be crucial for this redevelopment plan to be launched successfully in the near future.

Aside from funding, the city of Miami could also step in and institute clean-up and safety initiatives, similar to its efforts in Coconut Grove, to curb the crime issues presently plaguing the MiMo District. The city could also allocate more patrol officers to the area, which the MiMo District is sorely lacking, particularly at night.

In terms of dense traffic and pedestrian issue, the district should continue to work with the FDOT. The district should, however, approach the FDOT with clear objectives that make crossing Biscayne Boulevard safe, such as grassy median rests in the middle of the boulevard and the addition of more traffic lights.

In order to accurately redesign its future, the MiMo District will need to assess its past and present situations and clearly develop an image based on its strengths that, along with city and state help, could make it one of South Florida's top destinations in the years ahead.

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# APPENDICES

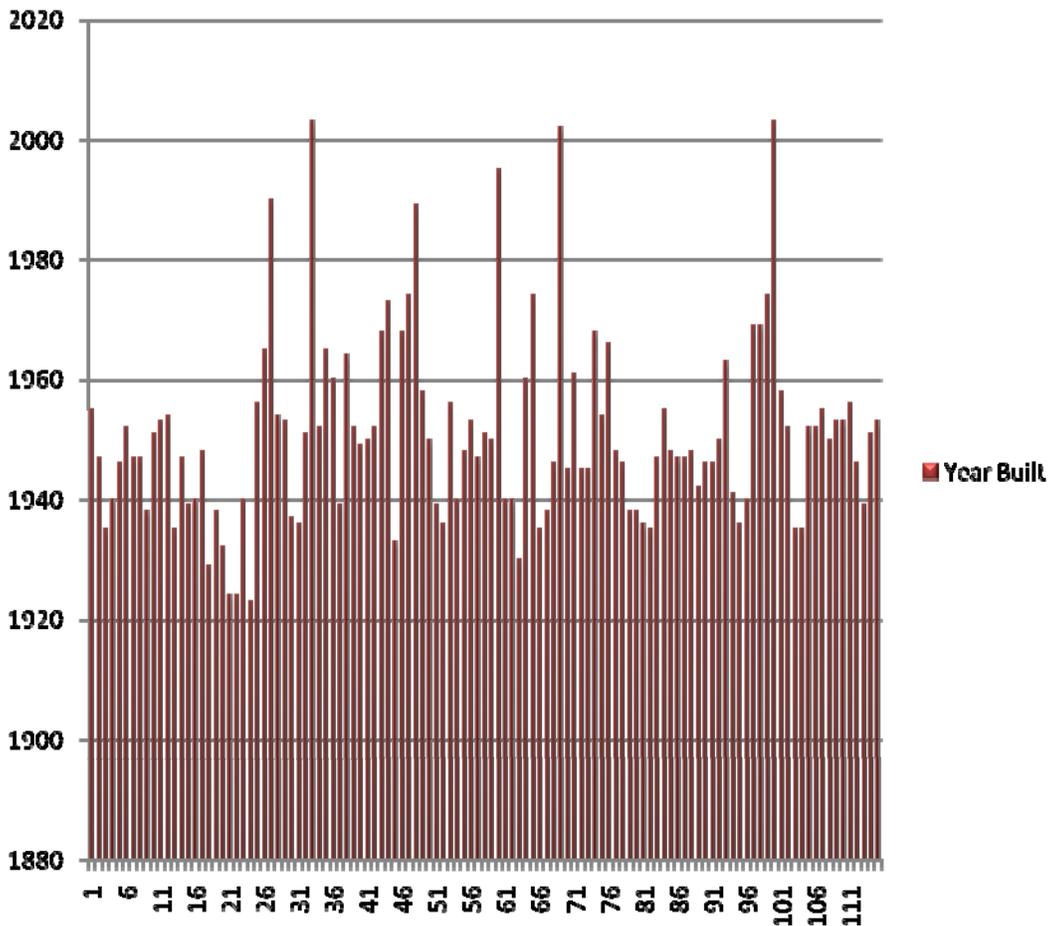
## APPENDIX 1

### Historical buildings and zoning

The following tables represents a breakdown of all buildings that are deemed contributing. Contributing buildings are historic and cannot be torn down, and require approval from the city in order to undergo renovations. Included in this table as well, is a breakdown by zoning type, illustrating all residential, commercial, and government buildings in the area spanning from 50<sup>th</sup> street to 77<sup>th</sup> street.

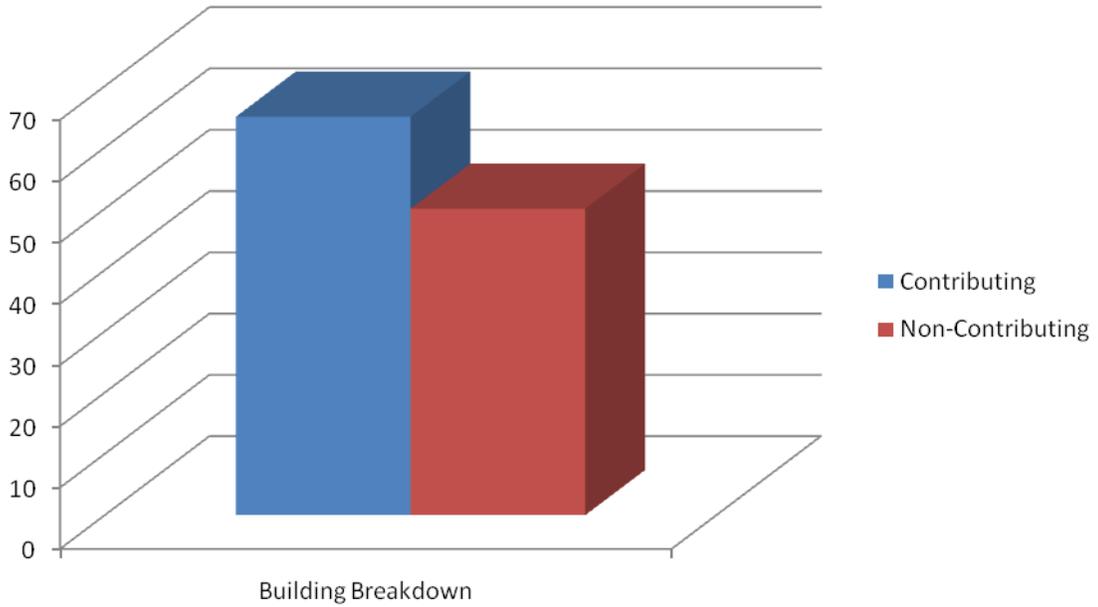
#### 1a. Building Timeline

The following chart illustrates the 115 buildings that comprise the MIMO Historic District and the year that each of them was built.



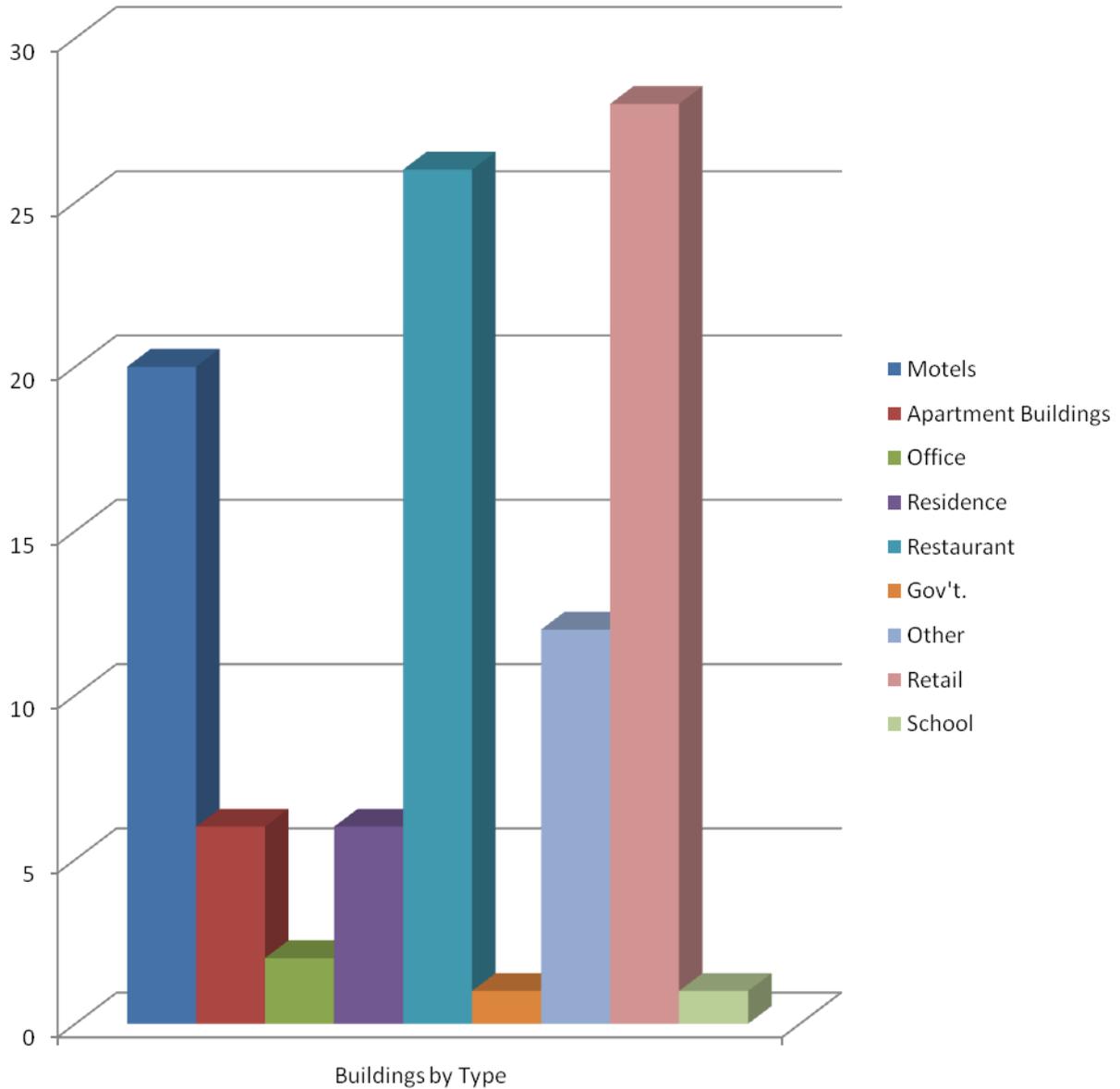
### 1b. *Contributing* vs. *Non-Contributing* Buildings

This graph illustrates the number of both *contributing* and *non-contributing* buildings. The distinction between the two is that *contributing* buildings are “historic” and cannot be demolished, while *non-contributing* buildings do not require authorization from the city to renovate or tear down.



### 1c. Buildings by Type

This table illustrates a breakdown of establishments by building type. The category other is comprised of mixed use buildings, former buildings (i.e. Motels and hotels), gas stations, and places of worship. The highest concentration of buildings is retail with 28, followed by restaurants with 26, and last motels with 20 buildings.

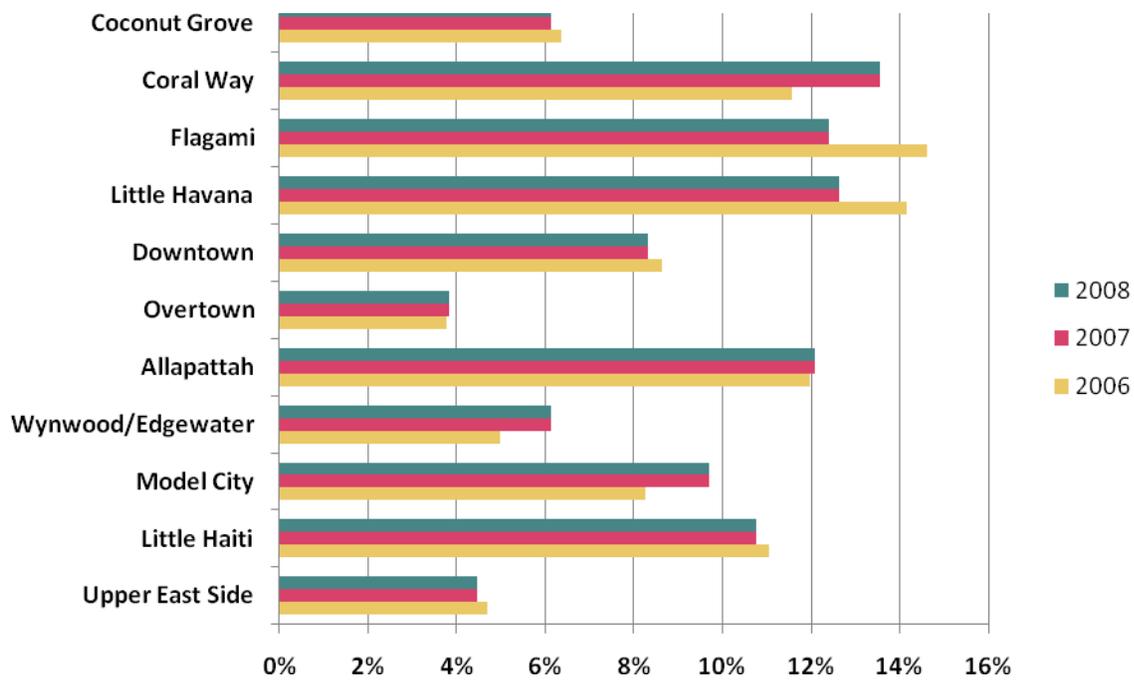


## APPENDIX 2

### Crime Rates

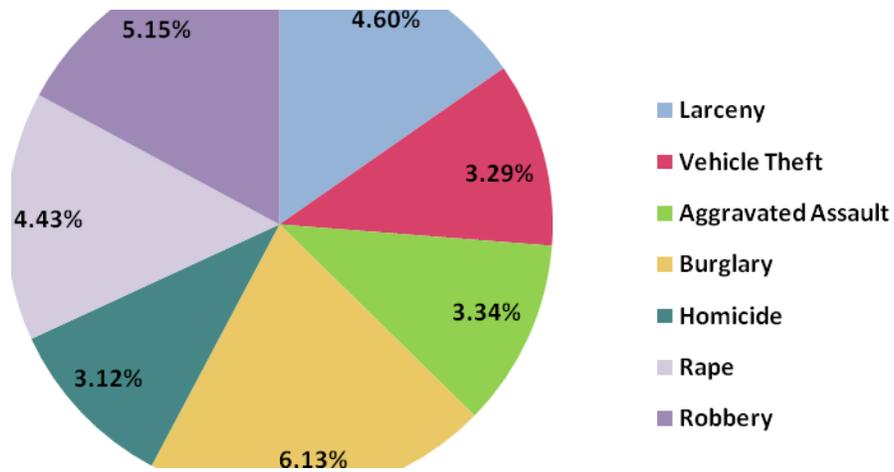
#### 2a. Overall Crime Rates

The Upper East Side had the second lowest overall crime rate compared to other jurisdictions in the city of Miami from 2006 to 2008.



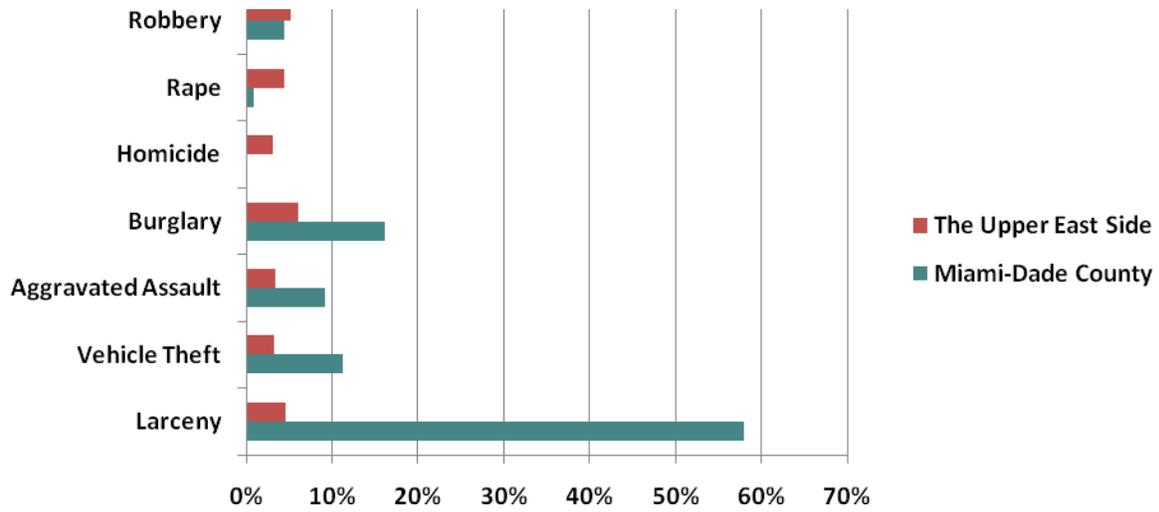
## 2b. Crime in the Upper East Side

The following chart shows the most common crimes committed in the Upper East Side from 2006 to 2008 based on statistics from the Miami Police Department.



## 2c. The Upper East Side vs. Miami-Dade County

Like the Upper East Side, theft is the most common crime in Miami-Dade County. The Upper East Side, however, has higher incidents of robbery, rape, and homicide than the county.



## 2d. U.S. Federal and State Prostitution Laws and Related Punishments

Presented below are federal and state laws on prostitution within the United States. Prostitution is illegal in the United States with the exception of [Rhode Island](#) and [11 Nevada counties](#). Laws involving human trafficking or child prostitution are not included. Clicking on the hyperlinked titles, states, and counties will bring up the full text of each law. (Source: <http://prostitution.procon.org>)

| Title                                                                                                 | Citation                                      | Excerpt                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Punishment               |
|-------------------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 1. <a href="#">Inadmissible aliens</a>                                                                | Title 8 Ch. 12 Sub Ch. II Part II Sec. 1182   | "Any alien who-- (i) is coming to the United States solely, principally, or incidentally to engage in prostitution, or has engaged in prostitution within 10 years of the date of application for a visa, admission, or adjustment of status...is inadmissible."                                                                                                                                                                                                                                                                                                           | Denied admission into US |
| 2. <a href="#">Importation of alien for immoral purpose</a>                                           | Title 8 Ch. 12 Sub Ch. II Part VIII Sec. 1328 | "The importation into the United States of any alien for the purpose of prostitution, or for any other immoral purpose, is forbidden."                                                                                                                                                                                                                                                                                                                                                                                                                                     | Up to 10 yrs and/or fine |
| 3. <a href="#">Prostitution near military and naval establishments</a>                                | Title 18 Part I Ch. 67 Sec. 1384              | "Within such reasonable distance of any military or naval camp, station, fort, post, yard, base, cantonment, training or mobilization place as the Secretary of the Army, the Secretary of the Navy, the Secretary of the Air Force, or any two or all of them shall determine to be needful to the efficiency, health, and welfare of the Army, the Navy, or the Air Force, and shall designate and publish in general orders or bulletins, whoever engages in prostitution....prohibited shall be fined under this title or imprisoned not more than one year, or both." | Up to 1 yr and/or fine   |
| 4. <a href="#">Interstate and foreign travel or transportation in aid of racketeering enterprises</a> | Title 18 Part I Ch. 95 Sec. 1952              | "Whoever travels in interstate or foreign commerce or uses the mail or any facility in interstate or foreign commerce, with intent to... otherwise promote, manage, establish, carry on, or facilitate the promotion, management, establishment, or carrying on, of any unlawful activity...shall be fined under this title, imprisoned not more than 5 years, or both."                                                                                                                                                                                                   | Up to 5 yrs and/or fine  |
| 5. <a href="#">Transportation generally</a>                                                           | Title 18 Part I Ch. 117 Sec. 2421             | "Whoever knowingly transports any individual in interstate or foreign commerce, or in any Territory or Possession of the United States, with intent that such individual engage in prostitution, or in any sexual activity for which any person can be charged with a criminal offense, or attempts to do so, shall be fined under this title or imprisoned not more than 10 years, or both."                                                                                                                                                                              | Up to 10 yrs and/or fine |
| 6. <a href="#">Coercion and enticement</a>                                                            | Title 18 Part I Ch. 117 Sec. 2422             | "Whoever knowingly persuades, induces, entices, or coerces any individual to travel in interstate or foreign commerce, or in any Territory or Possession of the United States, to engage in prostitution, or in any sexual activity for which any person can be charged with a criminal offense, or attempts to do so, shall be fined under this title or imprisoned not more than 20 years, or both."                                                                                                                                                                     | Up to 20 yrs and/or fine |
| 7. <a href="#">Filing factual statement about</a>                                                     | Title 18 Part I Ch.                           | "Whoever... controls... house... for the purpose of prostitution knowing... that the individual is an alien, shall                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Up to 10 yrs and/or fine |

|                                       |                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                      |
|---------------------------------------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <u>alien individual</u>               | 117 Sec.<br>2424                          | file with the Commissioner of Immigration and Naturalization a statement in writing setting forth the name of such individual, the place at which that individual is kept, and all facts as to the date of that individual's entry into the United States, the port through which that individual entered, that individual's age, nationality, and parentage, and concerning that individual's procurement to come to this country within the knowledge of such person; and [w]hoever fails within five business... to file such statement concerning such alien individual with the Commissioner of Immigration and Naturalization... [s]hall be fined under this title or imprisoned not more than 10 years, or both." |                                      |
| 8. <u>Character investigations</u>    | Title 25 Ch.<br>34 Sec.<br>3207           | "The minimum standards of character that are to be prescribed under this section shall ensure that none of the individuals appointed to positions described in subsection (a) of this section have been found guilty of, or entered a plea of nolo contendere or guilty to, any felonious offense, or any of two or more misdemeanor offenses, under Federal, State, or tribal law involving crimes of violence; sexual assault, molestation, exploitation, contact or prostitution; crimes against persons; or offenses committed against children."                                                                                                                                                                    | Denied employment                    |
| 9. <u>Registration determinations</u> | Title 29 Ch.<br>20 Sub Ch.<br>I Sec. 1813 | "In accordance with regulations, the Secretary may refuse to issue or renew, or may suspend or revoke, a certificate of registration (including a certificate of registration as an employee of a farm labor contractor) if the applicant or holder--...has been convicted within the preceding five years..., prostitution..."                                                                                                                                                                                                                                                                                                                                                                                          | Denied a certificate of registration |

**Florida State:**

| State       | Penalty for Prostitutes<br>(Crime Classification)                                                       | Penalty for Customers<br>(Crime Classification)        | Penalty for Pimps<br>(Crime Classification) | Penalty for Brothel Owners<br>(Crime Classification)                             |
|-------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------|
| 10. Florida | First offense 2nd degree misdemeanor, 2nd offense 1st degree misdemeanor, 3+ offenses 3rd degree felony | 2nd degree misdemeanor-3rd degree felony<br>\$500 fine | 3rd degree felony                           | First offense 2nd degree misdemeanor, subsequent offenses 1st degree misdemeanor |

## APPENDIX 3

### Public Perception Survey

#### 3a. Respondent Profile

All of the respondents are residents of South Florida who not reside in the MiMo District. The respondent demographics are as follows:

| <i>Average age: 31-40</i>                |           |
|------------------------------------------|-----------|
| 18-25                                    | 65 (19%)  |
| 26-35                                    | 124 (36%) |
| 36-45                                    | 72 (21%)  |
| 46-55                                    | 53 (15%)  |
| 56+                                      | 16 (5%)   |
| Undisclosed                              | 12 (4%)   |
| <i>Average Income: \$35,000 – 55,000</i> |           |
| Unemployed                               | 31 (9%)   |
| >\$24,999                                | 66 (19%)  |
| \$25,000-44,999                          | 101 (30%) |
| \$45,000-84,999                          | 72 (21%)  |
| \$85,000-119,999                         | 19 (6%)   |
| \$120,000+                               | 19 (6%)   |
| Undisclosed                              | 34 (10%)  |
| <i>Family Status</i>                     |           |
| Single                                   | 139 (41%) |
| Married w/children                       | 97 (28%)  |
| Married no children                      | 70 (20%)  |
| A single parent                          | 26 (8%)   |
| Undisclosed                              | 10 (3%)   |
| \$120,000+                               | 19 (6%)   |
| Undisclosed                              | 34 (10%)  |
| <i>Education</i>                         |           |
| >9 years                                 | 3 (1%)    |
| 9-12 years                               | 12 (4%)   |
| GED                                      | 49 (14%)  |
| Associate's                              | 48 (14%)  |
| Bachelor's                               | 135 (39%) |
| Advanced                                 | 79 (23%)  |
| Undisclosed                              | 16 (5%)   |
| <i>Leisure/Outing habits (frequency)</i> |           |
| More than twice a week                   | 67 (20%)  |
| Twice a week                             | 68 (20%)  |
| Once a week                              | 111 (32%) |
| Once every two weeks                     | 36 (11%)  |
| Rarely                                   | 32 (9%)   |
| Undisclosed                              | 28 (8%)   |
| <i>Leisure/Outing habits (spending)</i>  |           |
| \$201+                                   | 36 (11%)  |
| \$101-\$200                              | 76 (22%)  |
| \$51-\$100                               | 116 (34%) |
| >\$50                                    | 86 (25%)  |
| Undisclosed                              | 28 (8%)   |

### 3b. Suggestions for MiMo District improvements

The following are suggestions made by survey respondents that should be implemented to improve the district.

|    |                                                                                  |
|----|----------------------------------------------------------------------------------|
| 1  | Increase security, reduce crime.                                                 |
| 2  | Better roads and walkways.                                                       |
| 3  | Fix the problem with homeless people                                             |
| 4  | Clean up the area.                                                               |
| 5  | Bring in new businesses.                                                         |
| 6  | Offer incentives for new businesses.                                             |
| 7  | Camera system                                                                    |
| 8  | Government assistance                                                            |
| 9  | Better housing                                                                   |
| 10 | Better lighting                                                                  |
| 11 | More pedestrian friendly walkways                                                |
| 12 | Get rid of the cheap hotels and prostitutes.                                     |
| 13 | Bring in name brand stores.                                                      |
| 14 | Center to explain historic significance, create ambiance, museums, art galleries |
| 15 | More bars, movies, dining                                                        |
| 16 | Advertising the area/ improving its image                                        |
| 17 | New constructions                                                                |
| 18 | Demolish immigration building and old motels or remodel                          |
| 19 | Extend the people-mover up Biscayne.                                             |
| 20 | Destroy and begin again                                                          |
| 21 | Affordable stores/cafes, jazz club, bookstore/coffee house                       |

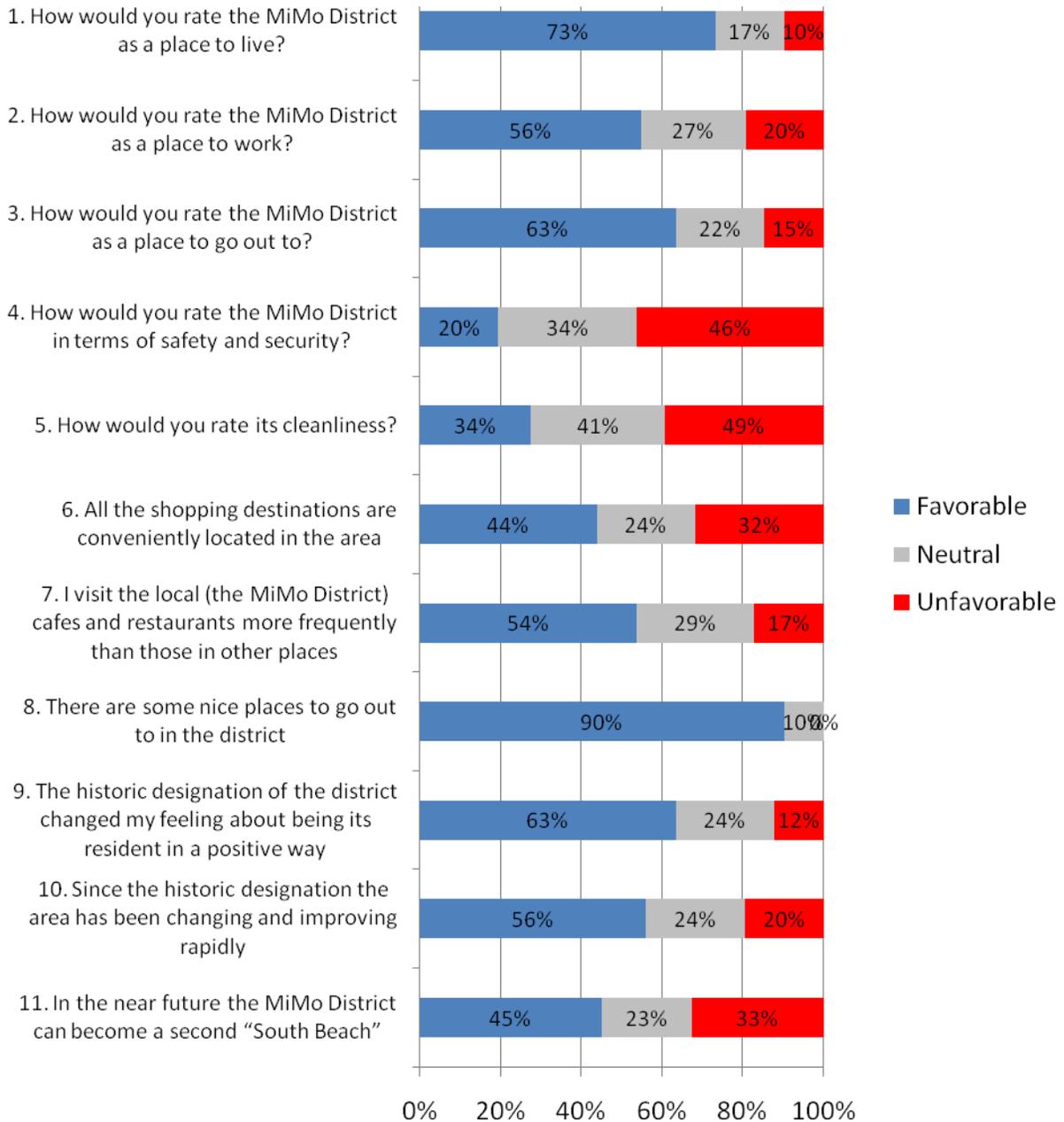
### 3c. MiMo Resident Profile

Of all of the respondents surveyed, 44 respondents presently reside in the MiMo District. These residents are:

| <b>Age</b>                               |     |
|------------------------------------------|-----|
| 18-25                                    | 0%  |
| 26-35                                    | 12% |
| 36-45                                    | 32% |
| 46-55                                    | 27% |
| 56+                                      | 29% |
| <b>Income</b>                            |     |
| Unemployed                               | 5%  |
| >\$24,999                                | 3%  |
| \$25,000-44,999                          | 8%  |
| \$45,000-84,999                          | 35% |
| \$85,000-119,999                         | 30% |
| \$120,000+                               | 20% |
| <b>Family Status</b>                     |     |
| Single                                   | 32% |
| Married no chl                           | 27% |
| Married w/ chl                           | 37% |
| A single parent                          | 5%  |
| <b>Education</b>                         |     |
| >9 years                                 | 2%  |
| Associate's                              | 15% |
| Bachelor's                               | 51% |
| Advanced                                 | 32% |
| <b>Leisure/Outing habits (frequency)</b> |     |
| More than twice a week                   | 22% |
| Twice a week                             | 37% |
| Once a week                              | 24% |
| Once every two weeks                     | 12% |
| Rarely                                   | 5%  |
| <b>Leisure/Outing habits (spending)</b>  |     |
| \$201+                                   | 10% |
| \$101-\$200                              | 37% |
| \$51-\$100                               | 41% |
| >\$50                                    | 12% |

### 3d. MiMo Resident Perceptions

The 44 residents surveyed who presently reside in the MiMo District had the following perceptions about the district:



## APPENDIX 4

### Organizations and Grants that Benefit the Haitian Community

The following is a list of community organizations that are working to improve Little Haiti through funds and grants in order to bring financial and social assistance to the community. Helping Little Haiti develop cultural and social programs for its residents would reduce crime and improve the area's image – an indirect benefit to the MiMo District.

#### ❖ Little Haiti Housing Association – LHHA

This organization uses housing as a primary vehicle to improve the socioeconomic conditions of Little Haiti and its surrounding areas. It is heavily involved in any area development and works with other organizations that share similar goals. The LHHA has built many homes at affordable rates to residents and has helped families get home loans. It organizes financial seminars for Little Haiti residents, and also offers financing packages.

The LHHA is funded by the city of Miami's Department of Housing and Social Services and the state of Florida. The organization receives corporate donations from Washington Mutual, Citibank, Bank Atlantic, Commerce Bank, Chase Manhattan Bank, and Sun Trust Bank. The organization also receives funding from the Roblee Foundation, the Peacock Foundation, the Fannie Mae Foundation, the Dade Community Foundation, and National Presbyterian Church.

The LHHA recently teamed up with the Intel Corporation and opened the first Intel Computer Clubhouse in Miami, bringing area youth the opportunity to utilize technology as a vehicle for learning.

#### ❖ St. Francis Hospital

Offers up to \$70,000 to create healthier communities in Little Haiti. Recruits, trains, and nurtures residents so they can become leaders for positive change in the community.

#### ❖ Small Business Grant

Offers \$225,315 in grants. Monies have helped improve the area between Northwest 54th Street and Northwest 71st Street and the area between Northeast 59th Street and Northeast 59th Terrace, and transform the Little Haiti Cultural Corridor into a destination. These grants are offered by the

❖ Haitian American Leadership Organization – HALO

HALO is an established non-profit organization whose main objectives are promoting education, fostering unity, promoting networking, and improving the image of Haitians throughout South Florida. HALO's mission is to support and promote the development of future leaders through education, provide a link between existing community organizations to facilitate networking, provide a platform for our thought leaders and experts from all academic, professional, and technical backgrounds to exchange ideas, collaborate, and share their knowledge with our community, improve the image of Haitians throughout South Florida, and promote excellence in our community.

❖ Cuban and Haitian Entrant Resettlement Program

Objectives:

- To provide primary resettlement services to Cubans and Haitians paroled into the United States by the INS for humanitarian reasons.
- To provide secondary resettlement assistance to Cuban and Haitian entrants living in south Florida whose initial resettlement did not lead to their achievement of economic self-sufficiency.
- To provide residential shelter care and other child care related services, including family reunification to alien unaccompanied minors in the legal custody of the INS.

❖ National Trust Preservation Fund – includes funds that provide two types of assistance to nonprofit organizations and public agencies: 1) matching grants from \$500 to \$5,000 for preservation planning and educational efforts, and 2) intervention funds for preservation emergencies. Matching grant funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development and law as well as to provide preservation education activities to educate the public.

❖ Johanna Favrot Fund for Historic Preservation – provides nonprofit organizations and public agencies grants ranging from \$2,500 to \$10,000 for projects that contribute to the preservation or the recapture of an authentic sense of place. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark. Funds may be used for professional advice, conferences, workshops and education programs.

- ❖ Cynthia Woods Mitchell Fund for Historic Interiors – provides nonprofit organizations and public agencies grants ranging from \$2,500 to \$10,000 to assist in the preservation, restoration, and interpretation of historic interiors. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark. Funds may be used for professional expertise, print and video communications materials, and education programs.
- ❖ National Trust Loan Fund – NTLF has more than 35 years of experience in supporting preservation-based community development projects across the country. As a certified Community Development Financial Institution, it has a mission of providing financial and technical resources to organizations that use historic preservation to support the revitalization of underserved and distressed communities. More specifically, NTLF specializes in predevelopment, acquisition, mini-permanent, bridge and rehabilitation loans for residential, commercial and public use projects. Eligible borrowers include not-for-profit organizations, revitalization organizations or real estate developers working in certified Main Street communities, local, state or regional governments, and for profit developers of older and/or historic buildings.
- ❖ National Trust Community Investment Corporation - NTCIC makes equity investments in the rehabilitation of historic properties eligible for the 20 percent federal historic rehabilitation tax credit, and where available, state historic tax credits and the New Markets Tax Credit (NMTC). NTCIC invests in projects that have at least \$6.0 million in total development costs and that generate at least \$1.5 million in historic tax credit equity. Smaller deals will be referred to the Small Deal Fund for equity investment consideration. Tax-exempt nonprofit organizations and public-sector developers may be eligible for an NTCIC equity investment by creating a limited liability partnership. NTCIC has a special interest in those projects with a high community benefit.
- ❖ National Transportation Enhancements Clearinghouse – federally funded, community-based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure.

Funding Categories:

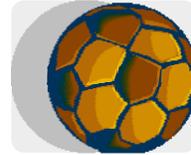
- Pedestrian and bicycle facilities
- Safety and educational activities for pedestrians and bicyclists
- Acquisition of scenic easements and scenic or historic sites
- Scenic or historic highway programs
- Landscaping or other scenic beautification

- Historic preservation
- Rehabilitation/operation of historic transportation buildings, structures, or facilities
- Preservation of abandoned railway corridors
- Control and removal of outdoor advertising
- Archaeological planning and research
- Environmental mitigation
- Establishment of transportation museums
  
- ❖ The Foundation Center – The Foundation Center is a source of information on private philanthropy which helps grant seekers find specific funding opportunities. The source is a fee for service database.
  
- ❖ Other Grant Resources
  - State of Florida Government
    - Office of Historical Resources <<http://www.flheritage.com>>
  - Matching Grants – Awards not available until July 2010:
    - Small Matching Preservation Grants - Grants are awarded annually for the restoration of historic structures, archaeological excavations, and recording of the historic and archaeological sites, state historical markers and historic preservation education projects.
  - Special Category Grants - This program funds major historic building restoration, archaeological excavations, and museum exhibit projects on the human occupation of Florida. Funding is dependent on an annual appropriation of funds by the Florida Legislature. This amount has averaged around \$10 million in recent years, and typical grants have ranged from \$50,000 to \$350,000.
    - City of Miami Office of Grants Coordination <<http://www.miamigov.com>>
    - Miami Dade County Office of Grants Coordination <<http://www.miamidade.gov>>

## APPENDIX 5

Sample promotional flyer of activities at ESSP

# Soccer 5



***“Exercise, Socialize, Fun”***

### Academy

#### Kids & Youth

\$50 one time registration fee

\$50 per month for kids from 4 to 15

This package includes Uniform (T-shirt and shorts) and practice twice a week

#### Adults

\$50 one time registration fee

\$80 per month for adults (16 and over)

This package includes Uniform (T-shirt and shorts), practice twice a week, and 1 tournament at the end of the month

### Rent

| Hours      | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|------------|--------|---------|-----------|----------|--------|----------|--------|
| 9am-6pm    | \$60   | \$60    | \$60      | \$60     | \$60   | \$80     | \$80   |
| 6pm-10pm   | \$80   | \$80    | \$80      | \$80     | \$80   | \$80     | \$80   |
| After 10pm | \$70   | \$70    | \$70      | \$70     | \$70   | \$80     | \$80   |



## APPENDIX 6

### MiMo District Business Profiles

The following businesses are listed in alphabetical order and are located primarily on Biscayne Boulevard in the MiMo District. However, there are also profiles on some businesses located just outside the district as well as businesses located within the district but not directly on the Boulevard.

#### **ABB America Brazilian Body Waxing**

Info Waxing salon  
Website [www.abbfashion.com](http://www.abbfashion.com)  
Email [abbmiami@usa.com](mailto:abbmiami@usa.com)  
Address 6815 Biscayne Blvd. #102 Miami, FL 33138  
Hours Monday – Friday 10am-7pm; Saturday 9am-7pm; Sunday 10am-4pm  
Phone 305.756.7794; (fax) 305.756.1173  
Owner(s) Anna Seligado

#### **ACE Cash Express**

Info Check cashing services  
Website [www.acecashexpress.com](http://www.acecashexpress.com)  
Email  
Address 7921 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.8526  
Owner(s) Julie Fernandez

#### **Advance Auto Parts**

Info  
Website [www.advanceautoparts.com](http://www.advanceautoparts.com)  
Email  
Address 7701 Biscayne Blvd. Miami, FL 33138  
Hours Monday – Saturday 7:30am-9pm; Sunday 8am-8pm  
Phone 305.757.2220  
Owner(s)

#### **Andiamo! Brick Oven Pizza**

Info Pizza restaurant; Leo's Car Wash behind building; former tire store  
Website [www.andiamopizza.com](http://www.andiamopizza.com)  
Email [info@andiamopizza.com](mailto:info@andiamopizza.com)  
Address 5600 Biscayne Blvd. Miami, FL 33137  
Hours Sunday – Thursday 11am-11pm; Friday – Saturday 11am-12am  
Phone 305.762.5751; (fax) 305.762.7770  
Owner(s) Mark Soyka

#### **Anise Waterfront Taverna**

Info Greek/Mediterranean restaurant  
Website [www.anisetaverna.com](http://www.anisetaverna.com)  
Email [anisetaverna@yahoo.com](mailto:anisetaverna@yahoo.com)  
Address 620 NE 78<sup>th</sup> Street, Upper East Side, Miami, FL 33138  
Hours Monday – Saturday 6pm-11pm, Closed Sunday  
Phone 305.758.2929  
Owner(s) Liza & Gigi (husband & wife)

**Antique Heaven**

Info Est. 2003  
Website  
Email  
Address  
Hours  
Phone  
Owner(s) James Perkins

**Antique Shop**

Info  
Website  
Email jocelynedma@bellsouth.net  
Address 7326 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.282.5858  
Owner(s) Jocelyne Hider

**Asia Pacific Trading Company**

Info Wholesale sunglasses and optical frames  
Website www.aptcinc.com  
Email aptcfl@aol.com  
Address 6201 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.9914; (fax) 305.751.9821  
Owner(s)

**Balans**

Info Restaurant, café & newsstand, and 10 apartments; coming soon  
Website www.balans.co.uk/biscayne.htm  
Email  
Address 6789 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.534.9191  
Owner(s) Prady Balans

**Bank of America**

Info Coming soon  
Website www.bankofamerica.com  
Email  
Address 8101 Biscayne Blvd. #104 Miami, FL 33138  
Hours  
Phone  
Owner(s)

**Beau Living**

Info Home décor & furnishing showroom; parking in rear  
Website www.beauliving.com  
Email contact@beauliving.com ; dany@beauliving.com  
Address 8101 Biscayne Blvd., Suite #102, Miami, FL 33138  
Hours Monday – Saturday 11am-7pm; Sunday 12pm-5pm  
Phone 305.751.1511; (fax) 305.751.1512  
Owner(s) Dany Sebaaly

**Belle Meade Studios**

Info Apartment building; originally the Johelen Hotel; 1940  
Website  
Email  
Address 7623 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.3848  
Owner(s)

**Best Value Inn**

Info  
Website  
Email jeanneliu@bellsouth.net  
Address 5255 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone 305.751.8696  
Owner(s) Jeanne Liu

**Biscayne Boxing & Fitness Club**

Info Under Construction  
Website www.biscayneboxing.com  
Email info@biscayneboxing.com  
Address 7200 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.5130  
Owner(s)

**Biscayne Inn & Apartments**

Info Originally the Stardust Motel; 1956; Chinese restaurant coming soon on premises  
Website  
Email ericshea2003@yahoo.com  
Address 6730 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.235.2300; 305.757.2471  
Owner(s) Shiuki Stubbs & Eric Shea

**Biscayne Mortgage & Lending Corporation**

Info Offices; 1945  
Website  
Email  
Address 7001 Biscayne Blvd., 2<sup>nd</sup> Floor, Miami, FL 33138  
Hours  
Phone 305.759.9997  
Owner(s)

**Biscayne Plaza Shopping Center**

Info  
Website  
Email rgrinder@terranovacorp.com  
Address 7900 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.779.8931; (fax)305.672.7800  
Owner(s) Ryan Grindler

**Black Gold Entertainment**

Info Strip club  
Website  
Email  
Address 7770 Biscayne Blvd. Miami, FL 33138  
Hours Daily 8pm-7am  
Phone 305.756.7770  
Owner(s)

**Boulevard Theater**

Info  
Website  
Email  
Address 7778 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s)

**BP Station**

Info  
Website [www.bp.com](http://www.bp.com)  
Email  
Address 6800 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.756.1171  
Owner(s)

**Broadway Art & Framing**

Info  
Website  
Email [bafmiami@aol.com](mailto:bafmiami@aol.com)  
Address 7226 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.1773  
Owner(s) Kenny Beck

**Burger King**

Info  
Website  
Email  
Address 5398 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone 305.751.3130  
Owner(s)

**Café Chin Fung**

Info  
Website  
Email  
Address 7919 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.5414  
Owner(s)

**Café Le Glacier**

Info  
Website  
Email  
Address 7295 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.6551  
Owner(s)

**Camelot Inn**

Info  
Website  
Email [odiwojoe@yahoo.com](mailto:odiwojoe@yahoo.com)  
Address 7126 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone (cell) 954.274.7243  
Owner(s) Joseph Odiwo

**Canela Tapas & Wine Bar**

Info  
Website [www.canelamiami.com](http://www.canelamiami.com)  
Email  
Address 5132 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone 786.543.7242, 305.756.3930  
Owner(s)

**Carl's Motel**

Info  
Website  
Email jeram@bellsouth.net  
Address 5950 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone  
Owner(s) CJ Patel

**Casa Toscana Ristorante**

Info Originally an office; 1945  
Website www.casatoscanamiami.com  
Email  
Address 7001 Biscayne Blvd. (Upper Eastside) Miami, FL 33138  
Hours Tue – Sat: 6-11pm; Sunday: 11am-4pm, 5-10pm; Closed Mondays & Holidays  
Phone 305.758.3353  
Owner(s) Sandra Stefani

**Casca Doce Studio**

Info  
Website www.cascadoce.com  
Email cristina@cascadoce.com  
Address 6815 Biscayne Blvd. #103 Miami, FL 33138  
Hours  
Phone 305.757.6001; (fax) 305.757.6833  
Owner(s) Ana Cristina Correia

**Center for Independent Living**

Info  
Website www.soflamil.org  
Email kelly@soflamil.org  
Address 6660 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.8025; (fax) 305.751.8944  
Owner(s) Kelly Green

**Chantik Imports**

Info  
Website  
Email  
Address 6669 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 954.559.2804  
Owner(s) Stuart Douglas

**Check-n-Go**

Info  
Website www.checkngo.com  
Email  
Address 7287 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s)

**Che Sopranos Pizzeria E Trattoria**

Info 1954  
Website www.chesopranos.com  
Email  
Address 7251 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.8282  
Owner(s) Leandro Devita

**China Palace Restaurant**

Info  
Website  
Email  
Address 8001 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.6688  
Owner(s)

**Chop Shop Barber Shop**

Info 1969  
Website [www.chopshopbarbershop.com](http://www.chopshopbarbershop.com)  
Email [amir@hw8creative.com](mailto:amir@hw8creative.com)  
Address 7283 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.756.8102; (cell) 305.528.0875  
Owner(s) Amir

**Cinema East**

Info Digital media company ; 1924; affiliated with Eastern Video Corp.  
Website [www.cinemaeast.com](http://www.cinemaeast.com)  
Email [callen@cinemaeast.com](mailto:callen@cinemaeast.com)  
Address 5859 Biscayne Blvd., Miami FL, 33137  
Hours  
Phone 305.757.5859; 305.751.2329(fax)  
Owner(s) Charlie Allen

**Citgo**

Info Under Renovations  
Website  
Email  
Address 7769 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s)

**Class One Barber Shop**

Info  
Website  
Email  
Address 7547 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.0823  
Owner(s) Edouard Mathieux & Leon Latortue

**CMA Medical Clinic**

Info  
Website [www.cmaclinic.com](http://www.cmaclinic.com)  
Email [biscayne@cmaclinic.com](mailto:biscayne@cmaclinic.com)  
Address 8000 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.4778  
Owner(s)

**Coverings ETC**

Info Corporate showroom  
Website <http://www.coveringsetc.com/>  
Email [info@coveringsetc.com](mailto:info@coveringsetc.com)  
Address 7610 NE 4<sup>th</sup> Court, Miami, FL 33138  
Hours  
Phone 305.757.6000; 305.757.6100(fax)  
Owner(s)

**Croc-Star**

Info Shoes  
Website  
Email dan@davidedenshoes.com  
Address 7657 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 800.368.3336; (fax) 305.597.0227; (cell) 305.218.1914  
Owner(s) Dan Rosenblum

**Dalmau Graphics**

Info Print and web solutions; creators of MIMO magazine  
Website www.dalmau.cc  
Email Louis@dalmau.cc  
Address 7100 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.469.2849  
Owner(s) Louis Dalmau

**Danny's Printing Service**

Info  
Website www.dannysprinting.com  
Email info@dannysprinting.com; jalvaren@bellsouth.net  
Address 7233 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.757.2282; (fax) 305.757.2286  
Owner(s) Elvia Alvarenga

**Davis Motel**

Info Originally the New Yorker Hotel; 1953  
Website  
Email shird13@bellsouth.net  
Address 6500 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.5823  
Owner(s) Shirley Diaz

**Deliverance Tabernacle Church of the Nazarene**

Info  
Website  
Email  
Address 7610 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.1608  
Owner(s)

**Divine Trash Inc.**

Info Antique and vintage boutique  
Website  
Email  
Address 7244 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.1973; (cell) 305.409.6787  
Owner(s) Donna Ashby-Clark

**Dogma Grill**

Info Hot dog restaurant; 1946  
Website www.dogmagrill.com  
Email Jeffrey.akin@dogmagrill.com  
Address 7030 Biscayne Blvd. Miami, FL 33181  
Hours Mon – Sun, 10-9pm  
Phone 305.759.8434, 305.759.3433; (fax) 305.759.8434; (cell) 917.450.6923  
Owner(s) Jeffrey Akin

**Dr. Gordon Frankel, Chiropractor**

Info  
Website  
Email  
Address 8025 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.6100  
Owner(s) Dr. Gordon Frankel

**Dryclean USA**

Info  
Website www.drycleanusa.com  
Email  
Address 6905 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.9351  
Owner(s) Rose Cobiella

**Dunkin' Donuts**

Info  
Website  
Email  
Address 5128 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone 305.762.6796  
Owner(s)

**Eastern Video Corporation**

Info Former retail and apartment; 1945; affiliated with Cinema East  
Website <http://www.easternvideo.com/>  
Email [sallen@easternvideo.com](mailto:sallen@easternvideo.com)  
Address 7111 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.7111; 305.751.2329  
Owner(s) Susan Allen

**Edgar Ace Gallery**

Info  
Website  
Email  
Address 6520 NE 4<sup>th</sup> Ct. Miami, FL 33138  
Hours  
Phone 305.877.2401  
Owner(s)

**Europa Carwash**

Info  
Website  
Email [europacarwash@gmail.com](mailto:europacarwash@gmail.com)  
Address 6075 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s) Nick Panetta

**Florida Fugitive Recovery & Protective Service Agency**

Info  
Website [www.ffrps.org](http://www.ffrps.org)  
Email [chiefloresffrps@yahoo.com](mailto:chiefloresffrps@yahoo.com)  
Address 5400 NE 4<sup>th</sup> Ct., Suite 2B, Miami, FL 33137  
Hours  
Phone 786.897.8844  
Owner(s) Chief Adael J. Flores

**Florida International Academy Charter School**

Info  
Website  
Email smitchell@dadeschools.net  
Address 7630 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.6912  
Owner(s) Sonia Mitchell

**Freckles**

Info Children's clothing; going out of business  
Website www.frecklesmiami.com  
Email  
Address 6621 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.0570  
Owner(s)

**Galatea Tower Shop II**

Info Turkish boutique  
Website  
Email  
Address  
Hours  
Phone  
Owner(s)

**Gordon Kuhn**

Info Realtor; assisting in revitalizing the Shalimar Hotel  
Website  
Email gordonkuhn@kw.com  
Address  
Hours  
Phone 305.781.3112  
Owner(s)

**Go To Sushi**

Info  
Website www.gotosushimiami.com  
Email  
Address 5140 Biscayne Blvd. Miami, FL 33137  
Hours M-F: 11-10.30pm, Sat-Sun: 1pm-10.30pm  
Phone 305.759.0914  
Owner(s)

**Gourmet Station**

Info Caterer/take-out; originally a gas station; 1934  
Website www.gourmetstationmiami.com  
Email gourmetstation@bellsouth.net  
Address 7601 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.762.7229; (fax) 305.762.7228; (cell) 305.343.2092  
Owner(s) Salvador Castillo

**HiHo Batik**

Info Children's clothing  
Website www.hihobatik.com  
Email  
Address 6925 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.8890  
Owner(s)

**Hiperfit Studio**

Info  
Website [www.hiperfit.com](http://www.hiperfit.com)  
Email  
Address 7120 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.762.6600  
Owner(s)

**HW8 Creative**

Info Design & marketing solutions ; 1969  
Website [www.hw8creative.com](http://www.hw8creative.com)  
Email  
Address 7283 Biscayne Blvd. Miami, FL 33181  
Hours  
Phone 305.756.5755  
Owner(s)

**Jamboree Lounge**

Info Gay Bar; 1961  
Website  
Email  
Address 7005 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s)

**Jenny's Flowers**

Info  
Website [www.jennysflowersmiami.com](http://www.jennysflowersmiami.com)  
Email  
Address 6807 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.5555  
Owner(s) Jenny Kallert

**Jewelry Bar**

Info  
Website  
Email  
Address 7917 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 786.587.0765  
Owner(s)

**Jiffy Lube**

Info  
Website  
Email  
Address 8295 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 561.997.0045 x204  
Owner(s) Martin Heise

**Jimmy's Eastside Diner**

Info  
Website  
Email  
Address 7201 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.0546; 305.754.3692  
Owner(s)

**Julian Chang**

Info  
Website [www.julianchang.com](http://www.julianchang.com)  
Email [info@julianchang.com](mailto:info@julianchang.com)  
Address 6665 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.8900; (fax) 786.360.2716  
Owner(s)

**Just Brahmatewari, M.D. CosMEDIC Centre**

Info Cosmetic dermatology; 1958  
Website [www.cosmediccentre.net](http://www.cosmediccentre.net)  
Email  
Address 6301 Biscayne Blvd., Suite 200, Miami, FL 33138  
Hours  
Phone 786.235.2767  
Owner(s) Dr. Just Brahmatewari

**Karma**

Info Car wash café  
Website [www.karmacarwash.com](http://www.karmacarwash.com)  
Email  
Address 7010 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.1392  
Owner(s)

**Kingdom Sports Bar & Grill**

Info  
Website  
Email  
Address 6708 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.757.0074  
Owner(s) Tracey & Justin

**King Motel**

Info Originally the Joy Motel; 1953  
Website  
Email [hemantking@yahoo.com](mailto:hemantking@yahoo.com)  
Address 7150 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.757.2674  
Owner(s) Henry Patel

**KMP Furniture**

Info  
Website [www.kmpfurniture.com](http://www.kmpfurniture.com)  
Email [kay@kmpfurniture.com](mailto:kay@kmpfurniture.com)  
Address 6444 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.438.1797; (fax) 305.759.9137; (cell) 305.490.1803  
Owner(s) Kay Griggs

**Kore**

Info Clothing store  
Website  
Email  
Address 7226 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.0805  
Owner(s)

**Lambada Passages Bookstore**

Info  
Website  
Email  
Address 7545 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.6900  
Owner(s) John Drew

**Le Café**

Info French Bistro; 1969  
Website www.lecafemimo.com  
Email  
Address 7295 Biscayne Blvd., Miami, FL 33138  
Hours  
Phone 305.754.6551; (cell) 954.549.5021  
Owner(s) Lucia Lunez & Bruce Brill

**Letter Heads**

Info  
Website www.letterheads.com  
Email letterheads@me.com  
Address 600 NE 72<sup>nd</sup> Terr. Miami, FL 33138  
Hours  
Phone 305.751.4894; (fax) 305.751.4895  
Owner(s) Marilyn Connell & Maria Izenman

**Luna Corner Pizza One LLC**

Info Coming soon  
Website www.lunacornerpizza.com  
Email michael.litton@lunacornerpizza.com  
Address 6815 Biscayne Blvd. #101 Miami, FL 33138  
Hours  
Phone 305.507.9209  
Owner(s) Michael Litton

**Maude Beauty Salon**

Info  
Website  
Email  
Address 7404 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.3935  
Owner(s)

**MBA Associates**

Info  
Website  
Email mohnani@comcast.net  
Address 5995 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone 954.462.8370  
Owner(s) Lahki Mohnani

**McDonald's**

Info  
Website  
Email  
Address 8116 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.756.0400  
Owner(s)

**Meduhr Body Waxing & Nails**

Info  
Website [www.meduhr.com](http://www.meduhr.com)  
Email  
Address 7285 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.1161  
Owner(s) Sarah MacMillan

**Mercy Supermarket**

Info  
Website  
Email  
Address 6600 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.7737; (cell) 305.879.9475  
Owner(s) Amin Rahman

**Metro Force Security**

Info  
Website [www.metroforcesecurity.com](http://www.metroforcesecurity.com)  
Email  
Address 7420 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.1010; (fax) 786.621.7429  
Owner(s)

**Metro Organic Bistro**

Info Located by Karma car wash  
Website [www.metroorganicbistro.com](http://www.metroorganicbistro.com) ; [www.metrobistromiami.com](http://www.metrobistromiami.com)  
Email [info@metrobistromiami.com](mailto:info@metrobistromiami.com) ; [fernandonascimento11@yahoo.com](mailto:fernandonascimento11@yahoo.com)  
Address 7010 Biscayne Blvd., Miami, FL 33138  
Hours Mon – Sun, 11:30am-10pm  
Phone 305.751.8756; (fax) 305.759.1393; (cell) 305.903.0911  
Owner(s) Fernando Nascimento

**Miami Insurance Group LLC**

Info  
Website [www.migmiami.com](http://www.migmiami.com)  
Email [ericmarchand@migmiami.com](mailto:ericmarchand@migmiami.com)  
Address 7231 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.762.4629; (fax) 305.472.4575  
Owner(s) Eric Marchand & Kettly Hogu

**Michy's**

Info Restaurant  
Website  
Email  
Address 6927 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.2001  
Owner(s) Michelle Bernstein & David Martinez (husband & wife; locals)

**Mille Fleurs**

Info Fresh flowers & arrangements  
Website [www.millefleurs-miami.com](http://www.millefleurs-miami.com)  
Email  
Address 5580 NE 4<sup>th</sup> Ct., Miami, FL 33137  
Hours  
Phone 305.299.5667 or 305.756.2016  
Owner(s)

**MiMo Art Gallery & Custom Framing**

Info  
Website [www.mimopictureframing.com](http://www.mimopictureframing.com)  
Email [info@mimopictureframing.com](mailto:info@mimopictureframing.com)  
Address 738 NE 79<sup>th</sup> St. Miami, FL 33138  
Hours  
Phone 305.754.0808; (cell) 305.310.5290  
Owner(s) Isabel daRosa

**Moonchine Asian Bistro**

Info Thai/Japanese; in lobby of office building; originally Sir William Hotel; 1939  
Website [www.moonchine.com](http://www.moonchine.com)  
Email  
Address 7100 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.3999; (fax) 305.759.3991  
Owner(s) Jacques Ardisson

**Moshi-Moshi**

Info Japanese restaurant, catering, & art; 1947  
Website [www.moshimoshi.us](http://www.moshimoshi.us)  
Email [myuhara@gmail.com](mailto:myuhara@gmail.com)  
Address 7232 Biscayne Blvd. Miami, FL 33138  
Hours 7 days/wk, 12pm- 11pm  
Phone 786.220.9404; (cell) 305.213.4849  
Owner(s) Yani Yuhara

**Motel Bianco**

Info  
Website  
Email [motelempatore@gmail.com](mailto:motelempatore@gmail.com)  
Address 5255 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone 305.751.8696  
Owner(s) Carlos Pulido

**Motel Blu**

Info  
Website [www.motelblu.com](http://www.motelblu.com)  
Email [pretish01@aol.com](mailto:pretish01@aol.com)  
Address 7700 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.575.8451  
Owner(s) Pretish Patel

**Mr. B Custom Tailor**

Info  
Website  
Email  
Address 7414 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s) Bill

**New Concept Video**

Info  
Website [www.newconceptvideo.com](http://www.newconceptvideo.com)  
Email  
Address 7699 Biscayne Blvd. (Empire Plaza) Miami, FL 33138  
Hours  
Phone 305.785.5919; 305.674.1113  
Owner(s) Daniel Schres

**News Lounge Bar & Café**

Info  
Website  
Email  
Address 5582 NE 4<sup>th</sup> Ct. Miami, FL 33137  
Hours  
Phone 305.768.9932  
Owner(s)

**New World Health Center**

Info  
Website  
Email  
Address 6630 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.8966  
Owner(s)

**No Fear Computer**

Info  
Website  
Email  
Address 7550 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.5146  
Owner(s)

**Now Showing Memoires & Antiques**

Info Former Penn Hall Hotel, later Sister's Hotel & Dining; 1940  
Website  
Email  
Address 7326 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s)

**Office Building**

Info 1945  
Website www.7100biscayne.com  
Email  
Address 7100 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.756.1177  
Owner(s)

**Office Lofts & Suites**

Info 1964  
Website  
Email  
Address 7300 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.4343  
Owner(s)

**Office, Retail, Apartment & Motel Rentals**

Info 1958  
Website  
Email  
Address 6301 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.661.0110  
Owner(s)

**One Sumo LLC**

Info  
Website [www.onesumo.com](http://www.onesumo.com)  
Email  
Address 7281 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.7866  
Owner(s) Ivan Ho

**Open Doors Furnishings**

Info Contemporary & sustainable furniture shop  
Website [www.opendoorsmiami.com](http://www.opendoorsmiami.com)  
Email  
Address 7300 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.1023  
Owner(s)

**Oyuki**

Info Boutique  
Website  
Email  
Address 7418 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.403.1500  
Owner(s)

**Pearle Vision**

Info Across from INS Building  
Website [www.pearlevision.com](http://www.pearlevision.com)  
Email  
Address 7901 Biscayne Blvd. Miami, FL 33138  
Hours Monday – Friday 9am-5:30pm; Saturday 9am-2pm; closed Sunday  
Phone 305.754.5144  
Owner(s)

**Planet Lighting**

Info 1950  
Website [www.planetlighting.com](http://www.planetlighting.com)  
Email  
Address 5120 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone  
Owner(s) 305.757.6132

**Rafiu Food Store**

Info  
Website  
Email  
Address 7400 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.756.3000  
Owner(s) Mohammed Faruque

**Rapunzel Salon**

Info Hair extension salon; 1936  
Website [www.rapunzelmiami.com](http://www.rapunzelmiami.com)  
Email  
Address 7011 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.756.3909  
Owner(s) Cy Cook

**Rebel**

Info Clothing & home goods boutique  
Website  
Email  
Address 6667 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.2369  
Owner(s) Andrea Singer Love

**Red Light Restaurant**

Info Located in Motel Blu  
Website  
Email  
Address 7700 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.757.7773  
Owner(s) Kris Wessel's

**Rio's Flowers**

Info  
Website  
Email  
Address 6702 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.0993; (cell) 786.597.4189  
Owner(s) Marlon Orosco

**Royal Budget Inn**

Info  
Website  
Email dpatel2181@aol.com  
Address 7422 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.7901; (fax) 305.751.5719  
Owner(s) Dee Patel

**Royal Motel**

Info  
Website  
Email dpatel2181@aol.com  
Address 7411 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.7901; (fax) 305.751.5719  
Owner(s) Dipak Patel

**Saturn Motel**

Info  
Website  
Email hemendra9@aol.com  
Address 6995 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.757.8891  
Owner(s) Henry Patel

**Seven Seas Motel**

Info 1955  
Website  
Email tjoycem3d7@gmail.com  
Address 5940 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone 305.757.1678  
Owner(s) Thomas Linn

**Shalimar Motel**

Info 1950  
Website  
Email  
Address 6200 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.0345  
Owner(s) Rita

**Siam Rice**

Info  
Website  
Email  
Address 7941 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.758.0516  
Owner(s)

**Sinbad Motel**

Info  
Website  
Email bharatp@bellsouth.net  
Address 6150 Biscayne Blvd. Miami, FL 33137  
Hours  
Phone 305.975.6844  
Owner(s) Brian Patel

**Smiling Pets**

Info  
Website www.smilingpets.net  
Email  
Address 7310 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.0844; (fax) 866.954.6168  
Owner(s) Dr. Avi Adulami, DVM

**Soma Day Spa & Lounge**

Info  
Website www.somabeautysalon.com  
Email  
Address 6901 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.757.7662; (fax) 305.757.7610; (cell) 954.560.7272  
Owner(s) Margaret Salvart

**South Pacific Motel**

Info  
Website  
Email southpacificmotel63@yahoo.com  
Address 6300 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.756.0105  
Owner(s) Hiren Patel

**Soyka Restaurant**

Info Former Apex Magnavox TV store; 1938  
Website www.sokyarestaurant.com  
Email  
Address 5556 NE 4<sup>th</sup> Ct., 55<sup>th</sup> Street Station, Miami, FL 33137  
Hours  
Phone 305.759.3117; fax: 305.759.4115  
Owner(s) Mark Soyka (owner of "55<sup>th</sup> Street Station")

**Starbuck's**

Info  
Website  
Email  
Address 6815 Biscayne Blvd. #105 Miami, FL 33138  
Hours  
Phone 305.758.1619  
Owner(s) Carlos

**State Discount Insurance**

Info  
Website  
Email  
Address 7937 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.769.2195  
Owner(s)

**Stephan's International Motel**

Info  
Website  
Email  
Address 6320 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s)

**Studio Kids**

Info Indoor & outdoor private party services  
Website [www.studiokidsusa.com](http://www.studiokidsusa.com)  
Email  
Address 537 NE 70<sup>th</sup> St. Miami FL, 33138  
Hours  
Phone 786.286.9097  
Owner(s)

**Style Lab**

Info Clothing store at 55<sup>th</sup> Street Station  
Website  
Email  
Address 5580 NE 4<sup>th</sup> Ct. Miami, FL 33137  
Hours  
Phone 305.756.1010  
Owner(s)

**Subway**

Info  
Website [www.subway.com](http://www.subway.com)  
Email  
Address 6815 Biscayne Blvd. #104 Miami, FL 33138  
Hours  
Phone 305.758.7990  
Owner(s)

**Sunshine Hotel**

Info  
Website  
Email [jocelynedma@bellsouth.net](mailto:jocelynedma@bellsouth.net)  
Address 7350 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone (cell) 305.282.5858  
Owner(s) Tom & Jocelyn Hider

**Sushi Siam**

Info  
Website  
Email  
Address 5582 NE 4<sup>th</sup> Ct. Miami, FL 33137  
Hours  
Phone 305.751.7818  
Owner(s)

**Sushi Square**

Info Japanese restaurant  
Website www.sushisquare.com  
Email  
Address 7244 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.3100  
Owner(s)

**The Market Company**

Info Event planning & open air market organization, mgt, and support; est. 1997  
Website www.themarketcompany.org  
Email claire@themarketcompany.org  
Address Upper East Side Green Market at Legion Park, NE 66<sup>th</sup> St. at Biscayne Blvd. 33138  
Hours Sat., 9am – 3pm, REOPENS OCTOBER 2009  
Phone 305.531.0038  
Owner(s) Claire Tomlin

**Transit**

Info Clothing boutique; at the Vagabond Motel  
Website  
Email  
Address 7301 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.733.5782; 305.754.2866  
Owner(s) Margaretha & Eric Silverman

**Tyler Galleries**

Info 17<sup>th</sup>-19<sup>th</sup> century European antiques  
Website  
Email tylerantiques@aol.com  
Address 6914 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.0228; 305.759.4242  
Owner(s) Steve Nadel

**Una Luna Boutique**

Info Former grocery store  
Website www.unalunaboutique.com  
Email  
Address 6907 Biscayne Blvd. Miami. FL 33138  
Hours  
Phone 305.758.1771  
Owner(s) Paola Lecointre & Irmgard Estelrich

**Underdog Denim**

Info Men's clothing; affiliated with U.D./Style Lab  
Website www.underdogdenim.com  
Email  
Address 6665 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.756.5151  
Owner(s)

**Upper Eastside Garden**

Info Nursery & non-profit event space  
Website [www.uppereastsidegarden.com](http://www.uppereastsidegarden.com) ; [www.mac.com/uppereastsidegarden](http://www.mac.com/uppereastsidegarden)  
Email [uppereastsidegarden@mac.com](mailto:uppereastsidegarden@mac.com)  
Address 7238/7244 Biscayne Blvd. Miami, FL 33138  
Hours Last Saturday of every month, 10am – 6pm  
Phone 305.984.3231  
Owner(s) Peter

**Upper Eastside NET Office/ Legion Park**

Info  
Website  
Email  
Address 6447 NE 7<sup>th</sup> Ave. Miami, FL 33138  
Hours  
Phone 305.795.2330; (fax) 305.795.2333  
Owner(s) Maria Mascarenas

**USA Nails**

Info  
Website  
Email  
Address 7935 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.757.6698  
Owner(s)

**UVA 69 Bar & Restaurant**

Info Former rooming house; 1923  
Website [www.uva-69.com](http://www.uva-69.com)  
Email [michael.vega@uva-69.com](mailto:michael.vega@uva-69.com) , [sinuhe.vega@uva-69.com](mailto:sinuhe.vega@uva-69.com) , [tatiana.mora@uva-69.com](mailto:tatiana.mora@uva-69.com)  
Address 6900 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.754.9022; (fax) 305.754.9521  
Owner(s) Michael & Sinuhe Vega (bros.), Tatiana Mora (mgr.)

**Vagabond Motel**

Info  
Website  
Email [eric@fashionrealestate.com](mailto:eric@fashionrealestate.com)  
Address 7301 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s) Eric Silverman

**Ver Daddy's Taco Shop**

Info  
Website [www.verdaddys.com](http://www.verdaddys.com)  
Email  
Address 7501 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.381.5978; 305.303.9755  
Owner(s)

**Vine Wine Shop & Tasting Loft**

Info  
Website [www.vinewineshop.com](http://www.vinewineshop.com)  
Email  
Address 7657 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.8463  
Owner(s)

**V.N. Nails**

Info  
Website  
Email  
Address 6706 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.757.1597  
Owner(s)

**Wendy's**

Info  
Website  
Email  
Address 7801 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone  
Owner(s)

**Wine 69 Bar & Bistro**

Info Affiliated with UVA 69  
Website [www.wine69miami.com](http://www.wine69miami.com)  
Email [ben@win69miami.com](mailto:ben@win69miami.com)  
Address 6909 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.0122  
Owner(s) Ben Neji

**Wireless Connection & More**

Info  
Website  
Email  
Address 7931 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.759.0225  
Owner(s)

**Yao Animal Hospital**

Info Former motel; 1948  
Website  
Email [johnyao@earthlink.com](mailto:johnyao@earthlink.com)  
Address 7481 Biscayne Blvd. Miami, FL 33138  
Hours  
Phone 305.751.8552; (fax) 305.751.8553  
Owner(s) Dr. John Yao, DVM

**4 Paws Only Grooming & Supplies**

Info  
Website [www.4-paws-only.com](http://www.4-paws-only.com)  
Email  
Address 1071 NE 79<sup>th</sup> St. Suite #104 Miami, FL 33138  
Hours  
Phone 305.756.0200  
Owner(s) Angelika Gurster

## APPENDIX 7

### Biscayne Boulevard Business Inventory

The following table is a list of businesses located on Biscayne Boulevard from Midtown Mall to Aventura. This information was gathered using Google Earth, Metrobot.com, and normal observation. However, it is important to note that there is a margin of error; depending on when this data was collected by such resources like Metrobot.com, there may be some businesses that no longer exist or new ones that have taken their place as a result of the current economic conditions. Additionally, the list becomes more exhaustive and detailed around the MiMo District strip of the Boulevard.

| West                                                                                             | Street | East                                                 |
|--------------------------------------------------------------------------------------------------|--------|------------------------------------------------------|
|                                                                                                  | 21400  | Gulfstream (Dade & Broward)                          |
|                                                                                                  |        | CT Motor Sports, Elite Realty                        |
| Store-all                                                                                        |        | Target, Famous Footwear                              |
| Public Storage                                                                                   | 21100  | Boston Market, The Original Pancake House            |
|                                                                                                  |        | Bank United                                          |
|                                                                                                  |        | Pet Smart, Best Buy                                  |
| Aventura Hospital                                                                                | 21000  | BP                                                   |
| Party City, Mattress Giant                                                                       |        | d LITES (ice cream), Subway                          |
| MetroPCS, Belltone                                                                               | 20800  | Gallery AA                                           |
| Point Realty                                                                                     |        | Vitamin World, Relax the Back                        |
| Apple Medical Center                                                                             |        | Super Cuts                                           |
| Extravaganza                                                                                     |        | Mailboxes                                            |
| OXXO (cleaners)                                                                                  | 20700  | GameStop                                             |
|                                                                                                  | 20600  | Bikram Yoga                                          |
|                                                                                                  | 20500  | Circuit City                                         |
|                                                                                                  |        | Winn Dixie                                           |
| Dentistry (not on Biscayne but visible)                                                          |        | Marshall's, Michael's                                |
| Small shopping plaza visible from Biscayne but barricaded – located right before Ives Dairy exit | 20400  | Shell (gas station)                                  |
|                                                                                                  | 19900  | Linen's N Things                                     |
|                                                                                                  |        | Chili's, Artifacto (furniture), Borders, CitiBank    |
|                                                                                                  |        | Aventura Mall                                        |
|                                                                                                  | 19500  | Bank of America                                      |
|                                                                                                  | 19400  | Chase Bank                                           |
|                                                                                                  | 19300  | Blockbuster Video, Colonial Bank                     |
|                                                                                                  |        | Babies R Us; Bed, Bath & Beyond; DSW Shoes; Old Navy |
|                                                                                                  |        | Aventura Animal Hospital                             |
|                                                                                                  |        | Prestige Jewelers                                    |
|                                                                                                  | 19100  | Republic Federal Bank                                |
|                                                                                                  |        | Mobil                                                |
|                                                                                                  |        | Aventura Tennis, Cool-n-Clean                        |
|                                                                                                  |        | Bagel Cove Restaurant & Deli, Publix                 |
|                                                                                                  | 18900  | Sarah's Tent (for lease)                             |
|                                                                                                  |        | Jaffe Eye                                            |
|                                                                                                  |        | Bank Atlantic                                        |
|                                                                                                  |        | Einstein Bros.                                       |
|                                                                                                  | 18800  | Lohmann's (Mall), Rochester Big & Tall               |
|                                                                                                  |        | Men's Warehouse, Barnes & Nobles                     |
|                                                                                                  | 18700  | Burger King                                          |
|                                                                                                  |        | Pier 1 Imports                                       |
|                                                                                                  | 18600  | Walgreens                                            |
|                                                                                                  | 18500  | Wachovia                                             |
|                                                                                                  |        | Ross                                                 |
|                                                                                                  |        | Sports Authority                                     |
| In Motion (clothing)                                                                             | 18400  | Bank of America                                      |
|                                                                                                  |        | Fresh Market                                         |

|                                                                                                              |       |                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                              | 18300 | Pearl Vision, Hair Cuttery                                                                                                                                                                    |
|                                                                                                              |       | Starbuck's, Cold Stone Creamery                                                                                                                                                               |
|                                                                                                              | 18200 | US Century Bank, Chase Bank, CNL Bank                                                                                                                                                         |
|                                                                                                              |       | Aventura Dental, Statefarm, Sylvan Learning Center                                                                                                                                            |
|                                                                                                              |       | Anima Domus, Renee Ricca Pilates, Jenny Craig                                                                                                                                                 |
|                                                                                                              |       | King Jewelers, Sunshine School Uniforms, Eye Care, Magique Hair Salon, New Creations Hair Salon, Trinity Lighting, My Gym (for kid's), House of Travel, Classic Cleaners, Golda's Sports wear |
|                                                                                                              |       | Olive Garden, Anthony's Coal Fired Pizza, Rendezvous Bakery                                                                                                                                   |
| On My Own (clothing)                                                                                         | 18000 | Del Prado (condos)                                                                                                                                                                            |
| Spotmaster (cleaners)                                                                                        | 17900 | Justin's (night club)                                                                                                                                                                         |
| Terzetto condominiums (empty building)                                                                       |       | Ace Hardware                                                                                                                                                                                  |
| La Estancia Argentina (restaurant)                                                                           | 17800 | Office Depot                                                                                                                                                                                  |
| Thrifty (car rental)                                                                                         |       | Food Market, Flavor Fruits Fancy (niche food)                                                                                                                                                 |
| Aspa Claria Judaica (religious)                                                                              | 17700 | Total Bank                                                                                                                                                                                    |
|                                                                                                              |       | Point East (apts/condos)                                                                                                                                                                      |
| Mattress Mall → Mattress Land                                                                                | 17600 | Carl's Furniture, Filene's Basement (clothing)                                                                                                                                                |
| Encore gentleman's club                                                                                      | 17400 | Advenir (offices)                                                                                                                                                                             |
|                                                                                                              | 17200 | Houston's, Morton's Steakhouse & PF Changs                                                                                                                                                    |
|                                                                                                              | 16800 | East Greynolds Park                                                                                                                                                                           |
|                                                                                                              |       | Miami Prime, Fuego Vivo Brazilian Restaurant                                                                                                                                                  |
| Tennis Center - Parallel to Biscayne                                                                         |       | ABC Liquors                                                                                                                                                                                   |
| Ancient Spanish Monastery – Parallel to Biscayne Plaza =                                                     | 16300 | Solid Gold (club)                                                                                                                                                                             |
| Brooks Patio & Furniture, Twin Nails                                                                         |       | Exxon                                                                                                                                                                                         |
| Thai Restaurant II                                                                                           |       | Jerusalem Market & Deli                                                                                                                                                                       |
| Just Looking (eyewear)                                                                                       |       | Paquito's (Latin restaurant)                                                                                                                                                                  |
|                                                                                                              |       | Health Clinic                                                                                                                                                                                 |
|                                                                                                              |       | Island Water Sports, West Marine                                                                                                                                                              |
|                                                                                                              |       | Dolphin Tile                                                                                                                                                                                  |
|                                                                                                              |       | Dunkin Donuts, Discount Party Superstore (old Party City)                                                                                                                                     |
|                                                                                                              |       | Mr. Gold Buyer, Hair Twist Salon, Parfum                                                                                                                                                      |
|                                                                                                              | 16000 | Grill Time                                                                                                                                                                                    |
|                                                                                                              |       | 4U Lighting & Design, Avanti Discount Cleaners                                                                                                                                                |
|                                                                                                              |       | Carl's Patio, Progressive Insurance, MetroPCS, Miami Tan                                                                                                                                      |
|                                                                                                              |       | Asian Fusion, Floor Advice, Chiropractic Rehab Center                                                                                                                                         |
|                                                                                                              | 15800 | Changing Room Hair Salon, Ballet Center                                                                                                                                                       |
| Melting Pot                                                                                                  | 15700 | Bank                                                                                                                                                                                          |
| Lotus Plazas – Cyber Café, Goodwill Donation Center, Biorganica, Abitare Italia Kitchen & Bath, Nails for U, |       | Fire Station, Police Station                                                                                                                                                                  |
| Immigration Law Firm, Sprint, Allstate, Ticket-n-License Center, Addict Boutique, Gold Buyer                 |       | North Dade Justice Building                                                                                                                                                                   |
| Citgo                                                                                                        |       | Biscayne Landing Sales Systems                                                                                                                                                                |
| Car Service (wash, oil change), Bertoni (pizzeria and bar), & Dolce Vita (gelato)                            | 15100 | TGI Friday's, Oishithai, Paul, Saladworks, Lime, Cigar-n-Lounge, Pizza Fusion                                                                                                                 |
| Edwin Watts Golf                                                                                             |       | Vital Dent                                                                                                                                                                                    |
| Arch Creek Animal Clinic                                                                                     | 15000 | Trust Boutique                                                                                                                                                                                |
| Walgreen's (coming soon)                                                                                     | 14900 | Azure Spa                                                                                                                                                                                     |
| Lamborghini Miami, Audi                                                                                      |       | Uni K. Wax                                                                                                                                                                                    |
| Cheen-huaye, La Pedrera                                                                                      | 14800 | Nails Time                                                                                                                                                                                    |
| X-treme Car Boutique, Franchise Mart, Euro Kitchen & Bath                                                    |       | Play-n-trade Video Games                                                                                                                                                                      |
| Design Corner, Bulldog Barbeque, Zuka Beauty, Body Oasis                                                     |       | Wachovia                                                                                                                                                                                      |
| Chipotle, Total Wine, Panda Kitchen & Bath                                                                   |       |                                                                                                                                                                                               |
| Verizon Wireless, Rent-n-Sale Realty                                                                         |       | Subway                                                                                                                                                                                        |
| Snap Fitness                                                                                                 |       | Publix                                                                                                                                                                                        |
| Mattress Mall                                                                                                | 14700 |                                                                                                                                                                                               |
| USA Tile & Marble + Kitchen (out of business)                                                                |       |                                                                                                                                                                                               |
| Kent Security                                                                                                | 14600 | Petco                                                                                                                                                                                         |

|                                                           |       |                                                                                                            |
|-----------------------------------------------------------|-------|------------------------------------------------------------------------------------------------------------|
| Bp (gas station)                                          |       |                                                                                                            |
| casAmbienti, Bathroom Design                              | 14500 | Costco                                                                                                     |
| Hair & Nails                                              |       |                                                                                                            |
| OXXO Cleaners                                             |       |                                                                                                            |
| Café Boogalu                                              | 14400 | Tires Plus                                                                                                 |
| Busy Body Fitness, Party Depot                            |       |                                                                                                            |
| New York's Big Apple Deli                                 |       |                                                                                                            |
| Cigar Shop, Euro Skin Care, Cash for Jewelry              |       |                                                                                                            |
| H2O Scuba                                                 |       |                                                                                                            |
| Florist, Chiropractor                                     |       |                                                                                                            |
| Nail Salon, Wig Store                                     |       |                                                                                                            |
| Paradise Rentals Real Estate                              |       |                                                                                                            |
| Zipang Japanese Restaurant                                | 14300 |                                                                                                            |
| The Printer                                               | 14200 | US Post Office                                                                                             |
| Sunoco (out of business)                                  | 14100 | Target                                                                                                     |
| Lexus of North Miami                                      |       | Building under construction (Behind it is a vet clinic)                                                    |
| Portofino at Biscayne Apts.                               | 14000 | Gourmet Diner                                                                                              |
| Scorch (restaurant)                                       | 13700 | KFC                                                                                                        |
| Dairy Queen                                               |       |                                                                                                            |
| Spytrix                                                   |       |                                                                                                            |
| Check cashing                                             |       |                                                                                                            |
| Florida No Fault, Statefarm                               | 13600 | Bank United                                                                                                |
| Cleaners                                                  |       |                                                                                                            |
| SOK Nail                                                  |       |                                                                                                            |
| Store for Rent                                            |       |                                                                                                            |
| C Madeline's                                              |       | Jumbo Buffet                                                                                               |
|                                                           |       | GameStop                                                                                                   |
|                                                           |       | Postnet, Fast Signs, Fast Frame                                                                            |
|                                                           |       | Perfume Palace, European Wax Center, Hollywood Tans, Nail Room                                             |
|                                                           |       | Nu Concept Furniture, Il Gusto Patio, Iberia Tiles                                                         |
|                                                           |       | Einstein's Bagels, Lucca Italian Food                                                                      |
|                                                           |       | Ben & Jerry's                                                                                              |
|                                                           |       | Sprint                                                                                                     |
| Enchanted Forest Park                                     |       | Chicken Kitchen                                                                                            |
| Arch Creek Park                                           |       | Starbucks, Jamba Juice                                                                                     |
| Ichi Bar (out of business)                                | 13500 | Apts./condos & parking garage                                                                              |
| Venezia Pizza & Café                                      |       |                                                                                                            |
| AT&T, American Travel                                     |       |                                                                                                            |
| Panchamamma (food)                                        |       |                                                                                                            |
| Dream Hair                                                |       |                                                                                                            |
| One Price Cleaners, Nursecore                             | 13300 | TnT Mercury Sales (boats)                                                                                  |
| City National Bank                                        |       | Sundance Marine                                                                                            |
| Red Lobster                                               | 13200 | Flannigan's & Big Daddy Liquor                                                                             |
| Little Caesar's Pizza, Piccadilly's cafeteria, Subway     | 13195 | Bamboo Garden II                                                                                           |
| Select Physical Therapy, Curves, American Health,         |       | BP, Chevron                                                                                                |
| Parisian Cleaners, MP Nails, Weight Watchers, Wolf Camera |       | Woody's                                                                                                    |
| Blockbuster's, McDonald's                                 |       | Cuban Cuisine                                                                                              |
| Publix                                                    | 12850 |                                                                                                            |
|                                                           | 12727 | Little Havana Restaurant                                                                                   |
|                                                           | 12717 | Wood You                                                                                                   |
|                                                           | 12553 | Pizza Point 2; Pet Supermarket                                                                             |
| Wachovia Bank; First Union Banks                          | 12550 |                                                                                                            |
| Marathon Gas Station                                      | 12300 |                                                                                                            |
| DJ's Diner; Tokyo Buffet; Best Western                    | 12295 | (Keystone Plaza)Walgreen's; Burger King; Panera Bread; Ross; Anna's Linens; Marine Equipment Shop; Denny's |
| Office Depot; The Wash Place                              | 12210 | Steve's Pizza                                                                                              |
| Office Buildings                                          | 12000 | Home Depot                                                                                                 |
| Office Buildings                                          | 11900 |                                                                                                            |
| Metro PCS; Quizno's; Pollo Tropical                       | 11800 | 7 Eleven; San Souci Estates                                                                                |

|                                                                                                                                                                                                                                                                                                                                                             |                               |                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Leeward Motel                                                                                                                                                                                                                                                                                                                                               | 11790                         |                                                                                                                                               |
| All Florida Pool & Spa                                                                                                                                                                                                                                                                                                                                      | 11720                         |                                                                                                                                               |
| World Auto Enterprises                                                                                                                                                                                                                                                                                                                                      | 11650                         |                                                                                                                                               |
| Il Pastaio Ristorante & Pizzeria; The Sexy Shop                                                                                                                                                                                                                                                                                                             | 11500                         | Budget Mini Storage                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                             | 11111                         | The Jockey Club Condominium Apartments                                                                                                        |
| Sun-n-Surf Motel                                                                                                                                                                                                                                                                                                                                            | 11102                         | Mobil Station                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                             | 11099                         | TLC Animal Hospital                                                                                                                           |
| Ukulele Bar                                                                                                                                                                                                                                                                                                                                                 | 10950                         |                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 10800                         | Office Building; Bank                                                                                                                         |
| K Mart                                                                                                                                                                                                                                                                                                                                                      | 10799                         | Payless Shoes; Biscayne Pet House                                                                                                             |
| Busy Bee Carwash; All Glass Tinting                                                                                                                                                                                                                                                                                                                         | 10550                         |                                                                                                                                               |
| Miami Shores Motel                                                                                                                                                                                                                                                                                                                                          | 10500                         |                                                                                                                                               |
| Miami Shores Country Club & Aquatic Center                                                                                                                                                                                                                                                                                                                  | 10000                         |                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 9301                          | St. Martha's Church                                                                                                                           |
| Bank of America                                                                                                                                                                                                                                                                                                                                             | 9190                          |                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 9101                          | Hacienda Motel                                                                                                                                |
| Miami Shores Quality Cleaners                                                                                                                                                                                                                                                                                                                               | 9080                          |                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 9071                          | Zep & Car Services                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                             | 9055                          | Eckerd                                                                                                                                        |
| Publix                                                                                                                                                                                                                                                                                                                                                      | 9050                          |                                                                                                                                               |
| Walgreens                                                                                                                                                                                                                                                                                                                                                   | 9020                          |                                                                                                                                               |
| Tropical Chevrolet                                                                                                                                                                                                                                                                                                                                          | 8880                          |                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 8851                          | Miami Shores Coin Laundry                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                             | 8801                          | Office Building                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 8787                          | Jiffy Lube                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                             | 8291                          | Biscayne Tire & Auto                                                                                                                          |
| Hope Church of the Nazarene                                                                                                                                                                                                                                                                                                                                 | 8288                          |                                                                                                                                               |
| Zammy's Mini Mart                                                                                                                                                                                                                                                                                                                                           | 8228                          |                                                                                                                                               |
| Monique's Fashion Boutique Store                                                                                                                                                                                                                                                                                                                            | 8206                          |                                                                                                                                               |
| Classy Dry Cleaning                                                                                                                                                                                                                                                                                                                                         | 8200                          |                                                                                                                                               |
| McDonald's                                                                                                                                                                                                                                                                                                                                                  | 8116                          |                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 8101                          | Bank of America; Beau Living                                                                                                                  |
|                                                                                                                                                                                                                                                                                                                                                             | NE 81 <sup>st</sup><br>Street |                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 8033                          | Airborne Security, Corp.; David Dee & Company; Edward's Fabrics; National Association of Security Officers, Inc.; Wireless Connections & More |
|                                                                                                                                                                                                                                                                                                                                                             | 8025                          | Applied Wellness; Law Offices of Eva D. Frankel, P.A.; Personal Chiropractic Care Center; Title Now Corp.                                     |
|                                                                                                                                                                                                                                                                                                                                                             | 8001                          | China Palace Restaurant; Tao Realty Investments                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | NE 80 <sup>th</sup><br>Street |                                                                                                                                               |
| Biscayne Professional Building; Advance Medical Equipment & Supply; America Medical Equipment & Supply; Biscayne After Hours Medical Clinic; Comprehensive Medical Access; F.T.W Productions; Glasshaus Studio; Kiwanis Clinic; Metraton Enterprises; Net-Com Group; Out Cast Talent Management; Picture Perfect Network; The World's Finest Group; Toe Jam | 8000                          |                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                             | 7941                          | El Carreton Café & Restaurant, Biscayne Drugstore, Peripheral Medical Services, Spyro Café, Inc.; Siam Rice                                   |
|                                                                                                                                                                                                                                                                                                                                                             | 7939                          | USA Nails                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                             | 7937                          | State Discount Insurance                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                                                             | 7935                          | BACOO Investment Group, Inc., State Discount Insurance; USA Nails                                                                             |
|                                                                                                                                                                                                                                                                                                                                                             | 7931                          | Helen Pizzeria & Chicken Grill; Wireless Connection & More                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                             | 7921                          | ACE Cash Express                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                             | 7919                          | Andy & Anna Corporation; Café Chin Fung                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                             | 7917                          | Merito Enterprise, Inc.; Jewelry Bar                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                                             | 7915                          | 79 Café                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                             | 7911                          | Elitul Multiservices, Inc.                                                                                                                    |

|                                                                                                   |                                  |                                                                                                                                           |
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|                                                                                                   | 7901                             | Paragon Optics, Inc.; Pearl Vision Center; Stephen Jeffrey Venokur, O.D., P.A.                                                            |
| Biscayne Plaza Shopping Center                                                                    | 7900                             |                                                                                                                                           |
| NE 79 <sup>th</sup> Street                                                                        |                                  |                                                                                                                                           |
|                                                                                                   | 7801                             | Wendy's                                                                                                                                   |
| US Immigration Building                                                                           | 7880                             |                                                                                                                                           |
| NE 78 <sup>th</sup> Street                                                                        |                                  |                                                                                                                                           |
|                                                                                                   | 7791                             | Dinaj Quik Mart; East Coast Investment; Pronto Cash VII                                                                                   |
| Boulevard Theater                                                                                 | 7778                             |                                                                                                                                           |
| Florimax                                                                                          | 7772                             |                                                                                                                                           |
| Black Gold                                                                                        | 7770                             |                                                                                                                                           |
|                                                                                                   | 7769                             | Citgo (under construction)                                                                                                                |
|                                                                                                   | <b>Little River Canal</b>        |                                                                                                                                           |
|                                                                                                   | 7701                             | Advance Auto Parts                                                                                                                        |
| Gold Dust Motel; Motel Blu; Red Light River Dining Lounge                                         | 7700                             |                                                                                                                                           |
|                                                                                                   | <b>NE 77<sup>th</sup> Street</b> |                                                                                                                                           |
|                                                                                                   | 7699                             | Polaris Reinsurance; Suertov Corp.; New Concept Video                                                                                     |
|                                                                                                   | 7657                             | Air Tech Communications; Contemporary Contactors & Engineering; Emerson Grove; Croc-Star; Vine Wine Shop & Tasting Loft                   |
| Chez Mama Restaurant; Dadou's Restaurant; Guerda's Restaurant                                     | 7648                             |                                                                                                                                           |
| Fahmi Grocery; Giorgio's Food Mart; Performance Beauty Supply & Dollar Store; Valerie's Food Mart | 7646                             |                                                                                                                                           |
| Florida International Academy; The Israelite Education Association                                | 7630                             |                                                                                                                                           |
|                                                                                                   | 7623                             | Interior Remodeling Group; Miami Federal Mortgage Corp.; Sagamore Investments; Santo Gallery; Upper East Side Realty; Belle Meade Studios |
|                                                                                                   | 7617                             | Beauty Temple; JB's Studio                                                                                                                |
|                                                                                                   | 7613                             | Production Chemicals                                                                                                                      |
| Deliverance Tabernacle Church of the Nazarene                                                     | 7610                             |                                                                                                                                           |
|                                                                                                   | 7601                             | Gourmet Station                                                                                                                           |
|                                                                                                   | <b>NE 76<sup>th</sup> Street</b> |                                                                                                                                           |
|                                                                                                   | 7551                             | Broadway Art & Framing                                                                                                                    |
| No Fear Computer                                                                                  | 7550                             |                                                                                                                                           |
|                                                                                                   | 7547                             | Class One Barber Shop                                                                                                                     |
|                                                                                                   | 7545                             | John M. Drew Enterprises; Lambda Passages Bookstore                                                                                       |
|                                                                                                   | 7541                             | Bedia Security; Caribbean Rapid Service; Pioneer Care Transportation                                                                      |
|                                                                                                   | 7521                             | Dragon Flight Inc.; Lady Dragon Inc.                                                                                                      |
|                                                                                                   | 7501                             | Ver Daddy's Taco Shop                                                                                                                     |
|                                                                                                   | <b>NE 75<sup>th</sup> Street</b> |                                                                                                                                           |
|                                                                                                   | 7481                             | Yao Animal Hospital                                                                                                                       |
| Royal Budget Inn; Forward Travel of Jacksonville                                                  | 7422                             |                                                                                                                                           |
| Condor School Security; JRM Hosting Miami Web Design; Metro Force Security                        | 7420                             |                                                                                                                                           |
| Banners & Signs Specialist; Woodart, Inc.; Oyuki                                                  | 7418                             |                                                                                                                                           |
| Mr. B Custom Tailor                                                                               | 7414                             |                                                                                                                                           |
|                                                                                                   | 7411                             | Executive Inn; Royal Motel                                                                                                                |
| Maude Beauty Salon                                                                                | 7404                             |                                                                                                                                           |
| Friendly Cleaners                                                                                 | 7402                             |                                                                                                                                           |
| Angelli Food Market; Mike's Food Market; Sultan Food Market; Rafiul Food Store                    | 7400                             |                                                                                                                                           |
|                                                                                                   | <b>NE 74<sup>th</sup></b>        |                                                                                                                                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |                                                                                           |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Street</b>                     |                                                                                           |
| Sunshine Motel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>7350</b>                       |                                                                                           |
| Antique Shop                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>7326</b>                       |                                                                                           |
| Dr. Carter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>7320</b>                       |                                                                                           |
| Morningside Veterinary Clinic; Personal Auto Ins.; Smiling Pets; Veterinary House Calls of America                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>7310</b>                       |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7301</b>                       | Vagabond Motel; Transit                                                                   |
| Open Doors Furnishings; Dragon Fitness; Financial Inxite; Forensis Technologies; Global Mkt. Services; HG Production Mgt. Immigration Law & Litigation Group; Independent Investment Group; Leadcreations.com; Swingerstyle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>7300</b>                       |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>NE 73<sup>rd</sup> Street</b>  |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7295</b>                       | Café Le Glacier; Le Café                                                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7287</b>                       | Sowma Enterprises; Check-n-Go                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7285</b>                       | Meduhr Body Waxing & Nails                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7283</b>                       | 427 Jefferson Street Corp.; D.J.I Corp.; Miami Futon; Chop Shop Barber Shop; HW8 Creative |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7281</b>                       | Shops at Belle Meade; One Sumo                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7251</b>                       | Suzanne's Vegetarian Bistro; Che Sopranos                                                 |
| Divine Trash; Gemini Group; Nectar of Life; Sushi Square; Upper Eastside Garden                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7244</b>                       |                                                                                           |
| A+ Resources; Primal Hair Salon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7242</b>                       |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>NE 72<sup>nd</sup> Terrace</b> |                                                                                           |
| Now Showing Memoires & Antiques                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7236</b>                       |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7235</b>                       | Antique's Heaven                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7233</b>                       | Danny's Printing Service Supplies & Equipment                                             |
| Fidele Seafood Restaurant; Moshi-Moshi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>7232</b>                       |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7231</b>                       | Home-wares; My Home Quest; Miami Insurance Group                                          |
| Lush Life Furnishing; Natural Furniture & Design; Broadway Art Framing; Kore                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>7226</b>                       |                                                                                           |
| A Willets-O'Neill Company, Star Equipment Sales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7208</b>                       |                                                                                           |
| NE 72 <sup>nd</sup> Street                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>←</b>                          |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7201</b>                       | Aghios Gerasimos; Jimmy's East Side Diner                                                 |
| Biscayne Boxing & Fitness Club                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>7200</b>                       |                                                                                           |
| God Bless Investment & Enterprise; King Motel; Milan Hershi Hospitality; Super 8 Motel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>7150</b>                       |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>→</b>                          | NE 72 <sup>nd</sup> Street                                                                |
| Mahanaim Misc. Café; Camelot Inn                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>7126</b>                       |                                                                                           |
| Hiperfit Studio                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7120</b>                       |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7111</b>                       | Eastern Video Corp.                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>7101</b>                       | The Most Sacred Heart Foundation                                                          |
| Moonchine Asian Bistro; 1 and ½ J's in the Countryside; A.D.I. Restaurants; A Womyn's Touch Boat Maintenance; Café 71; Centre-Line Real Estate Services; Cervone Development Group; CP Realty Partners; CPS Contractors; Critical Path Services; Digital Prizm Grafz; Du Cap Realty; Florida City Associates; Friends of Haitian Culture; Grand Prairie Associates; Haitian Community Development Association; Impact Miami Public Relations; J & J Investments and Liquidators; Keystone International Seafoods; Knights of Columbus #12758 Corp.; LDP 3 Ventures; Leoben Corp.; Leocav Laundry; Leoni Real Estate; Leopat LLC; London Road Holding Company; Mold Free; National Properties Corp.; Porto Design; Suncoast Produce; TNA Palms; Toddrick, Inc.; Youth United Television Network; Dalmau Graphics | <b>7100</b>                       |                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>NE 71<sup>st</sup> Street</b>  |                                                                                           |

|                                                                                                                                                                                   |                            |                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dogma Grill; Overexposure Media                                                                                                                                                   | 7030                       |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 7015                       | Chez Rosie Take Out Restaurant                                                                                                                                                                                  |
|                                                                                                                                                                                   | 7011                       | Rapunzel Salon                                                                                                                                                                                                  |
| Flossy Development; Karma Carwash & Café/ Metro Organic Bistro                                                                                                                    | 7010                       |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 7005                       | Safari Saloon; Jamboree Lounge                                                                                                                                                                                  |
|                                                                                                                                                                                   | 7001                       | Anchor Group Network; Barbara B. Gimenez, P.A.; Fifth Street Productions; Luigi Body & Soul Food To Go; Luigi's Good Food 4U; Upper Eastside Villas; Biscayne Mortgage & Lending Corp.; Casa Toscana Ristorante |
|                                                                                                                                                                                   | NE 70 <sup>th</sup> Street |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 6995                       | Saturn Motel                                                                                                                                                                                                    |
|                                                                                                                                                                                   | 6927                       | Da Ermanno Ristorante; Mosaiques; Michy's                                                                                                                                                                       |
|                                                                                                                                                                                   | 6925                       | It's a Take, Inc.; HIHO Batik                                                                                                                                                                                   |
| Estate Galleries                                                                                                                                                                  | 6916                       |                                                                                                                                                                                                                 |
| Tyler Galleries                                                                                                                                                                   | 6914                       |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 6909                       | Wine 69 Bar & Bistro                                                                                                                                                                                            |
|                                                                                                                                                                                   | 6907                       | Una Luna Boutique                                                                                                                                                                                               |
|                                                                                                                                                                                   | 6905                       | Dryclean USA                                                                                                                                                                                                    |
|                                                                                                                                                                                   | 6901                       | Soma Day Spa & Lounge                                                                                                                                                                                           |
| Facha Design; Max's Pet Grooming; Urban Bead; Versatile Finance & Investment; Versatile Realty & Fianance; UVA69                                                                  | 6900                       |                                                                                                                                                                                                                 |
| NE 69 <sup>th</sup> Street                                                                                                                                                        | ←                          |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 6909                       | Flagship Florida; HIHO Batik; Two of Us                                                                                                                                                                         |
|                                                                                                                                                                                   | 6905                       | Circuit Tan; Two Brothers; Soma Coffee-N-Coiffure                                                                                                                                                               |
|                                                                                                                                                                                   | →                          | NE 69 <sup>th</sup> Street                                                                                                                                                                                      |
| Amoco Service Station                                                                                                                                                             | 6830                       |                                                                                                                                                                                                                 |
| NE 68 <sup>th</sup> Street                                                                                                                                                        | ←                          |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 6815                       | Bites on Wheels V; ABB American Brazilian Body Waxing; Casa Doce Studio; Luna Corner Pizza; Starbuck's; Subway                                                                                                  |
| Rajo Service                                                                                                                                                                      | 6812                       |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 6807                       | Jenny's Flowers                                                                                                                                                                                                 |
| BP Station                                                                                                                                                                        | 6800                       |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | →                          | NE 68 <sup>th</sup> Street                                                                                                                                                                                      |
|                                                                                                                                                                                   | 6789                       | A Better Banner; Nero Murphy; Senufa Salley; Balans                                                                                                                                                             |
| America Jeny; Biscayne Inn & Apartments; Stardust Motel L.L. Immigration Services                                                                                                 | 6730                       |                                                                                                                                                                                                                 |
| Cafeteria N.I.B.; Kingdom Sports Bar & Grill                                                                                                                                      | 6708                       |                                                                                                                                                                                                                 |
| Cafepak Corp.; V.N. Nails                                                                                                                                                         | 6706                       |                                                                                                                                                                                                                 |
| L.L. Immigration Services; Vanderrey Corp.; Who's Next?                                                                                                                           | 6704                       |                                                                                                                                                                                                                 |
| Rio's Flowers                                                                                                                                                                     | 6702                       |                                                                                                                                                                                                                 |
| NE 67 <sup>th</sup> Street                                                                                                                                                        | ←                          |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 6701                       | Kwik Stop #4; Three & Faith Properties                                                                                                                                                                          |
| Center for Independent Living of South Florida; CIL of Miami; Disability Independence Group                                                                                       | 6660                       |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | →                          | NE 67 <sup>th</sup> Street                                                                                                                                                                                      |
|                                                                                                                                                                                   | 6669                       | ASL Enterprises; Rebel Miami; Space Cadet; Chantik Imports                                                                                                                                                      |
|                                                                                                                                                                                   | 6667                       | Minar; Rebel                                                                                                                                                                                                    |
|                                                                                                                                                                                   | 6665                       | Julian Chang; Underdog Denim                                                                                                                                                                                    |
| New World Health Center; Crossroad Investments; IMPG, LTD.; International Hospital Relief Foundation; Legion Park Medical Center; National Medical Group; Physicians Access Group | 6630                       |                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | 6621                       | E + Design Build; E + Real Estate                                                                                                                                                                               |
| Betancur; J.Y.K.K.; Mercy Supermarket                                                                                                                                             | 6600                       |                                                                                                                                                                                                                 |
| NE 66 <sup>th</sup> Street                                                                                                                                                        | ↔                          | Unnamed Walkway                                                                                                                                                                                                 |
| Davis Inn                                                                                                                                                                         | 6500                       |                                                                                                                                                                                                                 |
| NE 65 <sup>th</sup> Street                                                                                                                                                        | ←                          |                                                                                                                                                                                                                 |

|                                                                                                                                                                                                                                               |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KMP Furniture                                                                                                                                                                                                                                 | 6444                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | 6443                       | Morningside Antiques                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                               | →                          | NE 64 <sup>th</sup> Terrace                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                               | NE 64 <sup>th</sup> Street |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Stephan's International Motel                                                                                                                                                                                                                 | 6320                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | 6301                       | Andre D. Pierre, P.A.; Atlantic H&G Trading Company; Brunt & Company; Buena Vista Security & Protection Agency; Café Liegeois; Cervone Corp.; DD Promotion; Fascination Transport; Innovative Business Strategies; International Financial Services; J.M.S. Transportation & Tours; Jurania Enterprises; Laissez-Faire Dance Repertory; Mega Way Magazine Int'l; Miami Fun Vacations; Midtown Jupiter; Millenium Movers; Mutual Holdings; New Age Realty; Novusa Store; Rent-a-Cellular; Sandra Cherfrere, P.A.; Ser Design Associates; So-Boca Development; So Boca II; Starhunters Talent Agency; Throw Back Thursday; Trust Quality Services Plus; Urban Professional Magazine (Up Magazine); Vemac Corp.; The Cosmedic Center |
| South Pacific Motel                                                                                                                                                                                                                           | 6300                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | NE 63 <sup>rd</sup> Street |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | 6201                       | Asia Pacific Trading Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Shalimar Motel; Shenyu                                                                                                                                                                                                                        | 6200                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | NE 62 <sup>nd</sup> Street |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Chirav Corp.; Sinbad Motel                                                                                                                                                                                                                    | 6150                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | 6101                       | Noor Trading                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Cleanway; Iqra I & Brothers                                                                                                                                                                                                                   | 6100                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | NE 61 <sup>st</sup> Street |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | 6075                       | Cedars Oil Biscayne; Cedars Oil; Chevron #202663; Europa Carwash                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Digmart Enterprises                                                                                                                                                                                                                           | 6000                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | →                          | NE 60 <sup>th</sup> Street                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| NE 60 <sup>th</sup> Street                                                                                                                                                                                                                    | ↔                          | NE 6 <sup>th</sup> Avenue                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                               | 5999                       | Bayshore South Developers; Client Relations Management Services; Cutler Management; Dental & Medical Solutions; Holden Investments; J.O.Y. Realty & Associates; Law Offices of Pastor, Montes, Naveo, P.A.; Miami Lakes Apts; P.I.P. Support Fund; Pastor Holdings; San Mateo Holdings; TTG Enterprises; U2Win.com; Leonachi Inc.                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                                               | 5995                       | MBA Associates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| NE 5 <sup>th</sup> Court                                                                                                                                                                                                                      | ←                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Carl's Motel                                                                                                                                                                                                                                  | 5950                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Seven Seas Motel                                                                                                                                                                                                                              | 5940                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | NE 59 <sup>th</sup> Street |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| NE 59 <sup>th</sup> Street                                                                                                                                                                                                                    | ←                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | NE 5 <sup>th</sup> Avenue  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | 5859                       | Cinema East Corporation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                               | 5841                       | Florida Realty & Management Corp.; Hidden Bay Marketing; Sussman & Sussman Realty Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Advenio Group; Ahogan Company; Cloz-it; Little Duck Group; Mortgage Resource Group; Norah Schaefer; OHM Investments; P & N Schaefer; S3 Investments; Travel Divas Corp.; Vista View Investments; Vista View Mortgage; Wisdom Management Group | 5810                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | NE 58 <sup>th</sup> Street |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                               | 5781                       | J.A.M. Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



|                                                                                                       |                             |                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| First Home Improvement Corp.                                                                          | 5750                        |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | 5701                        | Edgewater Bay Holdings; Florida Insurance Inspections; The Flats at Morningside Condominium Assoc.; Tropical Transfer                                                                                                                                                                                                                           |
|                                                                                                       | →                           | NE 57 <sup>th</sup> Street                                                                                                                                                                                                                                                                                                                      |
|                                                                                                       | →                           | NE 56 <sup>th</sup> Street                                                                                                                                                                                                                                                                                                                      |
|                                                                                                       | 5601                        | Commercial Rights International Corp.; Duran Roofing & Sheet Metal; Excellent Fruit & Produce; No Bogeys Corp.; Overseas Travel of Florida; Tantra Travel                                                                                                                                                                                       |
| 55 <sup>th</sup> Street Station; Andiamo                                                              | 5600                        |                                                                                                                                                                                                                                                                                                                                                 |
| NE 4 <sup>th</sup> Court                                                                              | ←                           |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | NE 55 <sup>th</sup> Terrace |                                                                                                                                                                                                                                                                                                                                                 |
| Federal Highway                                                                                       | ←                           |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | 5599                        | A.B.C. USA                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                       | 5555                        | ARC Residential Alternatives; Assoc. for Retarded Citizens, Dade County; Child Development & Education Center; City Voting Trust; Cross-Disability Transportation Issues Committee; DARC Housing; Guardianship & Case Management Services; Jades Industries; New Directions Employment & Training Services; Sandor Wiener School of Opportunity |
|                                                                                                       | →                           | NE 55 <sup>th</sup> Street                                                                                                                                                                                                                                                                                                                      |
| Sunvi Quick Mart                                                                                      | 5402                        |                                                                                                                                                                                                                                                                                                                                                 |
| NE 54 <sup>th</sup> Street                                                                            | ←                           |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | →                           | NE 53 <sup>rd</sup> Street                                                                                                                                                                                                                                                                                                                      |
| Burger King                                                                                           | 5398                        |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | 5255                        | Best Value Inns of Miami; Motel Bianco                                                                                                                                                                                                                                                                                                          |
| Florida Martin Luther King, Jr. Institute for Nonviolence                                             | 5220                        |                                                                                                                                                                                                                                                                                                                                                 |
| Go To Sushi; Directed Marketing & Design; Kwon, Jae-Hwa Taekwon-Do Miami                              | 5140                        |                                                                                                                                                                                                                                                                                                                                                 |
| The Honey Tree                                                                                        | 5138                        |                                                                                                                                                                                                                                                                                                                                                 |
| The Best Cuts                                                                                         | 5134                        |                                                                                                                                                                                                                                                                                                                                                 |
| Canela Tapas & Wine Bar                                                                               | 5132                        |                                                                                                                                                                                                                                                                                                                                                 |
| Dunkin Donuts                                                                                         | 5128                        |                                                                                                                                                                                                                                                                                                                                                 |
| Kim's Valet Cleaners                                                                                  | 5126                        |                                                                                                                                                                                                                                                                                                                                                 |
| Planet Lighting; Citrus Bank, Nat'l Assoc.; G & A Building Service; Service Keepers                   | 5120                        |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | 5101                        | Bayside Motor Inn; Chetbro Inc.;                                                                                                                                                                                                                                                                                                                |
| Anthony S. Shoes; Blu Dog Bakery; General Merchandizing Corp.; TGR Management Corp.; YDR Investments  | 5084                        |                                                                                                                                                                                                                                                                                                                                                 |
| Haitian American Foundation                                                                           | 5080                        |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | →                           | NE 52 <sup>nd</sup> Terrace                                                                                                                                                                                                                                                                                                                     |
|                                                                                                       | 5061                        | Las Glorias Restaurant Group                                                                                                                                                                                                                                                                                                                    |
|                                                                                                       | 5051                        | Bay Shore Evangelical Lutheran Church; Morningside Montessori School                                                                                                                                                                                                                                                                            |
| Cutz; Dr. Einstein's Science Store; Glo; Hydra Skincare Studio; Sovereign Scientific                  | 5050                        |                                                                                                                                                                                                                                                                                                                                                 |
| Investment and Realty businesses; Chrome Miami                                                        | 5046                        |                                                                                                                                                                                                                                                                                                                                                 |
| Haitian Cultural Arts Alliance; World Wide Photo                                                      | 5040                        |                                                                                                                                                                                                                                                                                                                                                 |
| Bank of America; National Bank of Florida; Society for Haitian Advancement, Recognition and Education | 5000                        |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | →                           | NE 52 <sup>nd</sup> Street                                                                                                                                                                                                                                                                                                                      |
| Eckerd                                                                                                | 4878                        |                                                                                                                                                                                                                                                                                                                                                 |
| Publix                                                                                                | 4870                        |                                                                                                                                                                                                                                                                                                                                                 |
| Office building; Wachovia Bank                                                                        | 4770                        |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | →                           | NE 51 <sup>st</sup> Street                                                                                                                                                                                                                                                                                                                      |
| Watermark International Productions                                                                   | 4700                        |                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                       | →                           | NE 50 <sup>th</sup> Terrace                                                                                                                                                                                                                                                                                                                     |
| Office Building                                                                                       | 4500                        |                                                                                                                                                                                                                                                                                                                                                 |

|                                                                     |                                |                                                      |
|---------------------------------------------------------------------|--------------------------------|------------------------------------------------------|
|                                                                     | →                              | Gate Lane                                            |
| Office Building                                                     | 4400                           |                                                      |
| Office Building                                                     | 4200                           |                                                      |
|                                                                     | 3915                           | Office Building                                      |
| WPLG Channel 10                                                     | 3900                           |                                                      |
|                                                                     | NE 39 <sup>th</sup><br>Street  |                                                      |
| Offices                                                             | 3896                           |                                                      |
| Sir Speedy                                                          | 3886                           |                                                      |
|                                                                     | 3883                           | Doctor & Lawyer                                      |
|                                                                     | 3801                           | Office Building                                      |
|                                                                     | NE 38 <sup>th</sup><br>Street  |                                                      |
| Biscayne Associates                                                 | 3750                           |                                                      |
| Miami Blunts                                                        | 3710                           |                                                      |
|                                                                     | I-95 Ramp                      |                                                      |
|                                                                     | NE 36 <sup>th</sup><br>Street  |                                                      |
| Office Building                                                     | 3550                           |                                                      |
|                                                                     | NE 35 <sup>th</sup><br>Terrace |                                                      |
| Bay Point Motel; Green Box Café                                     | 3530                           |                                                      |
| Offices                                                             | 3510                           |                                                      |
|                                                                     | 3103                           | Walgreens #2790                                      |
| Offices                                                             | 3050                           |                                                      |
|                                                                     | 3023                           | Pronto Supermarket                                   |
|                                                                     | 3001                           | Boulevard Liquors                                    |
| Lauren's Antiques                                                   | 2990                           |                                                      |
|                                                                     | 2937                           | Delicias Del Mar Peruano of South Florida            |
| Miami Art Gallery                                                   | 2898                           |                                                      |
| Office Buildings                                                    |                                | Office Buildings                                     |
|                                                                     | 2521                           | Sion Church of the Assemblies of God                 |
| Hair Gallery                                                        | 2512                           | Office Building                                      |
| Lush Life Furniture & Design, Delicias Del Sur                      | 24000                          | K & S Dry Cleaners                                   |
| Victor Custom Tailor                                                | 2333                           | Honduras Maya Restaurant & Cafeteria                 |
|                                                                     | 2300                           | Cash Express, Sounds Good Stereo, Darcy's Restaurant |
| Office Building                                                     | 2200                           |                                                      |
|                                                                     | 2125                           | Office Building                                      |
| Office Building                                                     | 2100                           |                                                      |
| Braman Motors                                                       | 2044                           |                                                      |
|                                                                     | 2141                           | Cactus Bar & Grill                                   |
| Citibank                                                            | 1790                           |                                                      |
|                                                                     | 1601                           | Radisson Hotel                                       |
|                                                                     | 1501                           | Miami International University of Art & Design       |
| Magido Oriental Rugs, Biscayne Coffee Shop, Venetian Eyecare Center | 1442                           |                                                      |
|                                                                     | 1241                           | I-395                                                |
| Port of Miami Hotel & Parking Garage                                | 1100                           |                                                      |
| BP, Deco Denim, Goodyear Auto Service Center                        | 1000                           |                                                      |
|                                                                     | 601                            | Office Building                                      |
|                                                                     | 401                            | Office Building                                      |
| First United Methodist Church of Miami                              | 400                            |                                                      |
|                                                                     |                                | Walgreens, Wendy's                                   |
|                                                                     | 34                             | BP                                                   |
|                                                                     |                                | Muscle Club fitness center, Starbucks                |
| Dry Cleaner, Lighting shop, Liquor store                            |                                | Cafés, Papa John's, Subway                           |
| Luna Café                                                           |                                | Dry Cleaner, MetroPCS                                |
|                                                                     |                                | Real Estate Compay                                   |
| Bank of America                                                     |                                |                                                      |
|                                                                     |                                | Brazilian Steakhouse (private)                       |
|                                                                     |                                | Staples                                              |

|             |    |                                                 |
|-------------|----|-------------------------------------------------|
|             |    | Different food places (lunch), barber shop, spa |
|             | 19 | City Bank                                       |
|             |    | Abraham Fabrics                                 |
|             | 15 | Empty Office Space                              |
|             |    | Hilton Hotel                                    |
| Burger King |    | Miami International University                  |
|             |    | American Airline Arena,Adrian Arsht Center      |

