

### **Aventura is a place like no other: Controlled by insiders, populated by outsiders**



The streets are lined with stout glass towers, perfect palm trees planted in perfect rows, private boat slips, golf courses, jogging paths, faux Mediterranean townhomes, and all the usual emblems of an upscale, South Florida suburban community. This is Aventura, an unmistakably American version of paradise where stray foliage doesn't stand a chance, zoning codes seem like scripture, and residential enclaves boast more security than a South American drug ranch. As one of Miami-Dade County's youngest and most successful municipalities, Aventura has been featured in international magazines, hosted presidential candidates, courted celebrities, and is regularly touted as the City of Excellence.

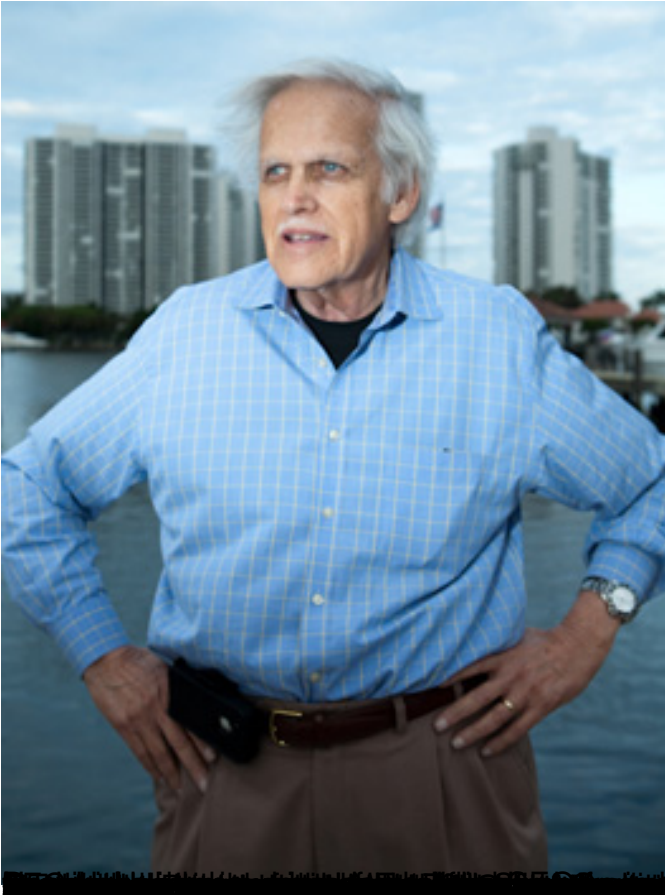
Such cachet did not grow spontaneously. Aventura's image of luxury and prestige has been skillfully crafted and professionally marketed since before the city even had a charter of its own. However, some say the Aventura brand has been so heavily promoted and protected over the years -- by developer-backed marketers and image-conscious government administrators -- that troublesome civic issues are often whitewashed, critics sidelined, and small-business owners left without a voice.

"What is this place called Aventura? Who is Aventura? What are the businesses here? How many people do they employ? What's the trending on commercial real estate? What's the vacancy rate? How's the city doing? How many condos are under water?" These are just some of the questions that real-estate franchise recruiter and self-proclaimed social entrepreneur Emil Hubschman wants answered. At age 75, the voluble Philadelphia transplant *should* be taking life easy, strolling the local golf courses or cruising the world. Instead he's fighting to breathe new life into an organization he founded 14 years ago, the Aventura/Sunny Isles Beach Chamber of Commerce.

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about the time with the Auditors and Commissioned Investigator pieces -- not surprising



Agenda for the 2011-2012 fiscal year, including the



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