

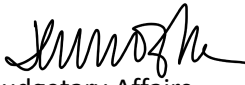


Office of Policy and Budgetary Affairs

MEMORANDUM

TO: Honorable Senator René Garcia,
Commissioner, District 13

DATE: November 23, 2021

FROM: Jennifer Moon, Chief 
Office of Policy and Budgetary Affairs

SUBJECT: Concessionaire Relief at
Miami International Airport

The attached information has been prepared in response to a request made by your office on November 15, 2021. My staff and I are available should you have additional questions or require additional information.

Background

Upon receiving your request for information, staff from the Office of Policy and Budgetary Affairs (OPBA) met with staff from the Miami-Dade Aviation Department (MDAD) to discuss the concessionaire relief agreements considered at the November 10, 2021, meeting of the Chairman's Council of Policy.

Your request asked OPBA to calculate the cost and/or revenue loss to MDAD as a result of the amendments included in the two concessionaire agreements. These agreements were before the Chairman's Council of Policy, were amended by the Council and are scheduled for a final vote at the December 1, 2021, meeting of the Board of County Commissioners (Board).

Unless noted otherwise, the information and attachments included were provided by MDAD to OPBA. Additionally, unless noted otherwise the relief amounts shown are figures through August 2021 which were included in the monthly relief report¹ accepted by the Board at the November 16, 2021, Board meeting.

COVID-19 Miami International Airport Retroactive Financial Relief

Since the onset of the COVID-19 pandemic, the Board of County Commissioners recognized the need to provide financial relief to concessionaries and other business entities at Miami International Airport (MIA) and other General Aviation Airports. Since the adoption of Resolution No. R-332-20², and through August 2021, MDAD has offered \$233,486,347 in relief to business entities at MIA and other General Aviation Airports. Of the total relief offered, \$134,673,873 has been offered to and \$130,680,274 has been accepted by airport concessionaries, including duty free shops, which are included by the agreement amendments that are the subject of your request for information. The relief offered by MDAD through the financial relief program authorized by the Board did not include payments to any of the business entities at MIA or other General Aviation Airports. The relief program was, in essence, MDAD foregoing revenue it would have normally collected. It is worth mentioning that while the financial relief included a waiver of the Minimum Annual Guarantee (MAG) payments, rent and other related fees, concessionaries were still required to pay the assigned percentage fee of gross revenues in lieu of the MAG and rent payments. The total percentage fee billed and collected by MDAD since the beginning of the relief programs and through August 2021 totals \$48,853,614. Taken together, the net financial impact to MDAD since April 2020 as a result of the financial relief provided to concessionaries is \$81,826,660.

Fiscal Impact of Amendments to Lease and Concessionaire Agreements

At the November 10, 2021, Chairman's Council of Policy, the Council amended and favorably recommended two items for the Board's consideration on December 1, 2021. These items amend the current lease and concession agreements for duty free, food and beverage, retail and other service concessionaries at Miami International Airport. While the amendments are comprehensive, some of the key provisions include a blanket time extension of current contracts and leases, the deletion of the MAG payment requirement, a temporary reduction in the monthly percentage fee and the inclusion of the Living Wage requirement pursuant to the requirements outlined in the County Code. Today, all but a handful of existing agreements are structured in that concessionaries pay the greater of the MAG or a percentage fee. Moving forward, the agreements would be amended to define the payments terms as the greater of a customary fixed cost and a tiered pricing structure for annual rent or an assigned monthly percentage fee.

¹ Miami International Airport Retroactive Financial Relief Report – August 2021 ([file no. 212704](#))

² The financial relief program has been amended and extended four times

The agreements for duty- and tax-free stores would be amended to include a rate for fixed costs and a tiered pricing structure for annual rent plus percentage fees.

In order to present a forward-looking fiscal impact, OPBA reviewed the fiscal impact of the proposed amendments for revenue projected to be collected in calendar year 2022. Assuming no amendments were made, MDAD anticipated the revenues from food and beverage, retail and service concessionaires to be \$63.56 million. Should the proposed amendments be adopted and should domestic and international enplanements at MIA be greater than 85 percent of those in 2019, MDAD is anticipating a loss in revenue of \$15.47 million in 2022. With the same passenger levels, the anticipated loss of revenue from duty free retailers is anticipated to be just under \$784,000. Notably, passenger enplanements play a more significant role in the anticipated revenue loss from duty free retailers. Should passenger enplanements be between 55 and 70 percent, the anticipated revenue loss from duty free retailers would increase to \$3.168 million. It is possible that, without any amendments to existing concessionaire agreement, MDAD would still be experiencing a decrease in revenues if passenger volumes remain below 2019 levels. While the impact may be difficult to quantify, fewer enplanements would yield less revenue to concessionaires which, in turn, would mean fewer percentage-based revenue is collected by MDAD.

Taken together and assuming passenger levels are more than 85 percent of those in 2019, the anticipated revenue loss in calendar year 2022 is \$16,253,706. In the Mayor's Memorandum included with both concessionaire and duty-free agreements amendments, revenue losses are described as being offset by federal funding relief provided by the three federal economic relief bills (\$406,961,322 in total). Additionally, revenue from new airlines at MIA is expected to generate an estimated \$36.7 million in additional revenue, which will also mitigate the impacts of the pandemic on the Airport. While the timing of new airlines and the increase in cargo activity is quite favorable, it does not negate that, if passenger counts do not rebound and return to what was anticipated before the pandemic, for the coming years, concessionaires and duty-free stores will be generating less revenue for MDAD than they would have generated with the existing agreements.

Conclusion

In continuing with the practice in place since the MDAD financial relief program was first implemented, no funds have been or will be distributed to concessionaires or other business entities. The relief program and the proposed amendments to the various concessionaire agreements that will be before the Board on December 1, include changes that, depending upon passenger volumes, reduce the amount collected by MDAD. If the Board adopts the changes to the concessionaire agreements, the financial relief that has been in place since April 2020 will cease and the financial terms included in the new agreements will take effect. Ultimately, the proposed amendments, while manageable, do have a negative fiscal impact to MDAD over the short and long term. It is a policy decision for this Board to decide whether, given the current economic market, is it in MDAD's best interest to support concessionaires and others business partners operating at MIA or to attempt to minimize the impact that a decrease in revenues would have on MDAD.

Attachments:

Attachment 1 - MDAD Summary Relief Report to Date

Attachment 2 - Fiscal Impact of Proposed Amendment by Vendor

MDAD Summary Relief Report To-Date

Beneficiary	Source	Months of Relief Provided	Relief Offered	Amount Deferred (1)	Amount Waived	Concession Fee Billed	Net Impact (2)
Airlines (3)	August 2020 Report	6	\$ 46,462,656	\$ 42,857,840	\$ 1,513,042	\$ -	\$ 1,513,042
Concessionaires	August 2021 Report	18	134,569,873	-	130,576,274	48,853,614	81,722,660
Car Rental	August 2020 Report	6	20,333,808	-	20,333,808	6,004,526	14,329,282
Cargo Handling Companies	August 2020 Report	6	5,874,527	5,874,527	-	-	-
Developer (Development Leases)	August 2020 Report	6	644,062	13,503	-	-	-
General Aeronautical Services Permit (GASPs)	August 2020 Report	6	965,675	822,513	-	-	-
Maintenance & Repair Operators (MROs)	August 2020 Report	6	1,909,686	895,779	-	-	-
Fixed Based Operators (FBOs)	August 2020 Report	6	6,185,333	665,339	4,500,000	275,229	4,224,771
Other - Permittees	August 2020 Report	6	5,936,727	1,531,205	-	-	-
Signature Flight Support	April 2021 Report	14	10,500,000	-	10,500,000	997,097	9,502,903
Goodwill	August 2021 Report	13	104,000	-	104,000	-	104,000
Total			\$ 233,486,347	\$ 52,660,706	\$ 167,527,124	\$ 56,130,466	\$ 111,396,658

Information above is from March 1, 2020 through August 31, 2021 (18 months).

(1) Deferred amounts have been repaid.

(2) Lost revenue to MDAD.

(3) Aircraft parking fees, for the period March 2020 through August 2020, in excess of those incurred in December 2019 were credited back (waived) to the airlines. The total amounted to \$1,513,042.

**Fiscal Impact of Proposed Amendment
Greater of Tiered Annual Rent or Percentage Fee
January 1, 2019 - December 31, 2019**

Company Name	Actual	Existing Agreement Concession Fee Terms (Pay Department)	MAG	Location Rent	MAG Plus Location Rent	Percentage Fee		Revenue Due MDAD Per Existing Agreement ¹ (A)	Total Rent		Proposed Amendment ² 63% of Total Rent (\$55.91/sq.ft.)		44% of Total Rent (\$39.05/sq.ft.)	
	Gross Revenue January 1, 2019 - December 31, 2019					Existing Agreement	Proposed Amendment		Revenue Due MDAD (B)	Impact Gain/(Loss) (B-A)	Revenue Due MDAD (C)	Impact Gain/(Loss) (C-A)	Revenue Due MDAD (D)	Impact Gain/(Loss) (D-A)
Food and Beverage Lease and Concession Agreements														
27 Entrepreneurs Miami International Airport LLC	\$ 826,214	> of MAG or % Fee ³	\$ 102,091	\$ 21,058	\$ 123,149	\$ 123,932	\$ 107,408	\$ 127,687	\$ 107,408	\$ (20,279)	\$ 107,408	\$ (20,279)	\$ 107,408	\$ (20,279)
305 Pizza At MIA LLC	3,444,017	> of MAG or % Fee ⁴	113,750	46,400	160,151	483,365	414,485	483,365	414,485	(68,880)	414,485	(68,880)	414,485	(68,880)
Airport Subway II LLC	-	> of MAG or % Fee ³	-	-	-	-	-	-	-	-	-	-	-	-
Areas USA, Inc. - 003022	26,197,327	> of MAG + Rent or % Fee	1,646,255	1,258,737	2,904,992	3,045,195	2,521,249	3,099,077	2,521,249	(577,828)	2,521,249	(577,828)	2,521,249	(577,828)
American Express Travel Related Services (Centurion Lounge)	180,950	> of MAG or Lounge Rent + % Fee	1,077,052	1,167,896	2,244,949	36,190	32,571	1,204,086	1,200,467	(3,619)	1,200,467	(3,619)	1,200,467	(3,619)
Bongos Cuban Cafe Miami Inc dba Estefan Kitchen Ex	1,073,434	> of MAG or % Fee ⁴	117,211	48,224	165,434	168,636	147,167	171,213	147,167	(24,046)	147,167	(24,046)	147,167	(24,046)
Carrie Concessions Inc	1,857,230	> of MAG or % Fee ⁴	-	170,378	170,378	222,868	185,723	240,768	207,639	(33,129)	194,542	(46,226)	191,883	(48,886)
Chef Creole Airport LLC	707,878	> of MAG or % Fee ⁴	26,585	75,207	101,792	106,182	92,024	112,076	94,420	(17,655)	92,024	(20,051)	92,024	(20,051)
Chefs of the Caribbean LLC	811,329	> of MAG or % Fee ³	118,483	25,160	143,643	121,699	105,473	144,767	105,473	(39,294)	105,473	(39,294)	105,473	(39,294)
Concessions Miami LLC	22,025,698	> of MAG + Rent or % Fee	1,140,652	1,208,690	2,349,343	2,382,902	1,942,388	2,434,436	1,942,388	(492,048)	1,942,388	(492,048)	1,942,388	(492,048)
Fig & Fennel at MIA, LLC	1,364,933	> of MAG or % Fee ³	312,820	30,994	343,815	204,740	177,441	343,815	177,441	(166,373)	177,441	(166,373)	177,441	(166,373)
Global Concessions Inc	64,225,140	> of MAG or % Fee ³	-	5,932,693	5,932,693	7,597,701	6,313,198	7,597,701	6,400,402	(1,197,299)	6,313,198	(1,284,503)	6,313,198	(1,284,503)
Half Moon Empanadas at MIA LLC	1,674,346	> of MAG or % Fee ³	90,788	17,594	108,382	251,152	217,665	251,152	217,665	(33,487)	217,665	(33,487)	217,665	(33,487)
Host International Inc - 000197	32,561,670	> of MAG or % Fee ⁴	-	4,194,371	4,194,371	3,948,982	3,297,748	4,261,722	4,194,371	(67,351)	3,299,553	(962,169)	3,297,748	(963,974)
Host International Inc - 005812	22,889,924	> of MAG or % Fee ³	1,285,807	1,552,798	2,838,606	3,172,569	2,714,770	3,194,274	2,714,770	(479,504)	2,714,770	(479,504)	2,714,770	(479,504)
Icebox Cafe at MIA LLC	2,475,811	> of MAG or % Fee ³	178,101	107,660	285,761	421,273	371,757	421,273	371,757	(49,516)	371,757	(49,516)	371,757	(49,516)
IMCMV MIA Airport LLC (Margaritaville/Vienna)	5,397,255	> of MAG or % Fee	360,000	-	360,000	765,270	657,325	765,270	657,325	(107,945)	657,325	(107,945)	657,325	(107,945)
JSF Airport Concessions LLC	-	> of MAG or % Fee ³	-	-	-	-	-	-	-	-	-	-	-	-
MSI Foods and Services Inc. - 011182	24,561	> of MAG or % Fee ⁴	3,916	1,259	5,175	3,684	3,193	5,175	3,193	(1,982)	3,193	(1,982)	3,193	(1,982)
MSI Foods and Services Inc. - 011297	10,092	> of MAG or % Fee ⁴	1,839	592	2,432	1,514	1,312	2,432	1,397	(1,034)	1,366	(1,066)	1,350	(1,082)
Master ConcessionAir LLC	3,725,325	> of MAG or % Fee ³	178,648	486,156	664,805	485,869	411,363	664,805	486,156	(178,648)	411,363	(253,442)	411,363	(253,442)
	191,473,135		6,754,001	16,345,869	23,099,870	23,543,722	19,714,259	25,525,094	21,965,174	(3,559,920)	20,892,834	(4,632,260)	20,888,353	(4,636,741)
Retail Lease and Concession Agreements														
Air Sun JV - #5355 #4942	3,450,045	> of MAG or % Fee ³	-	160,755	160,755	483,006	414,005	483,006	414,005	(69,001)	414,005	(69,001)	414,005	(69,001)
Airball Sports II LLC	1,584,995	> of Rent or % Fee	-	88,516	88,516	126,800	95,100	127,235	100,357	(26,878)	95,100	(32,135)	95,100	(32,135)
AMS of South Florida SGH JV (Hudson Group)	1,477,964	> of MAG or % Fee ⁴	231,889	63,083	294,971	206,915	177,356	294,971	177,356	(117,616)	177,356	(117,616)	177,356	(117,616)
AMS-TEI Miami Joint Venture	10,881,639	> of MAG or % Fee ⁴	2,672,641	652,979	3,325,620	1,616,465	1,398,832	3,325,620	1,398,832	(1,926,787)	1,398,832	(1,926,787)	1,398,832	(1,926,787)
Areas USA, Inc.	1,387,608	> of MAG + Rent or % Fee	78,620	94,168	172,788	166,513	138,761	175,588	138,761	(36,827)	138,761	(36,827)	138,761	(36,827)
BFC Airport Stores LLC	1,055,700	> of MAG or % Fee ⁴	-	160,395	160,395	147,798	126,684	161,546	160,395	(1,150)	126,684	(34,861)	126,684	(34,861)
Brookstone Stores Inc	539,958	> of MAG or % Fee ³	51,423	48,977	100,400	59,395	48,596	100,400	51,925	(48,476)	48,596	(51,804)	48,596	(51,804)
Cuban Crafters MIA LLC	833,299	> of MAG or % Fee ³	60,296	17,229	77,525	124,995	108,329	124,995	108,329	(16,666)	108,329	(16,666)	108,329	(16,666)
Duty Free Americas Beauty, LLC	-	> of MAG or % Fee ³	1,541,773	149,047	1,690,819	29,247	25,348	1,690,819	149,047	(1,541,773)	95,590	(1,595,229)	73,843	(1,616,977)
FCG of FL Inc Optlg as Faber MIA LLC	10,435,625	> of MAG or % Fee ³	658,461	599,591	1,258,052	1,396,546	1,187,834	1,399,777	1,187,834	(211,943)	1,187,834	(211,943)	1,187,834	(211,943)
Holiday CVS, LLC (CVS #10731-01)	1,625,950	> of MAG or % Fee ³	130,682	90,327	221,010	276,411	243,892	276,411	243,892	(32,519)	243,892	(32,519)	243,892	(32,519)
InMotion Entertainment Group LLC	2,104,863	> of MAG or % Fee ³	85,006	28,077	113,084	168,389	126,292	168,389	126,292	(42,097)	126,292	(42,097)	126,292	(42,097)
Marlins Airport Retail Operator LLC	231,217	> of Rent or % Fee	-	17,867	17,867	18,497	13,873	19,783	17,882	(1,901)	14,232	(5,551)	13,873	(5,910)
Miami Concepts LLC	1,926,080	> of MAG or % Fee ⁴	192,560	84,735	277,295	308,173	269,651	310,772	269,651	(41,121)	269,651	(41,121)	269,651	(41,121)
Newslink of South Florida LLC	38,668,124	> of MAG or % Fee ⁴	3,410,121	2,832,524	6,242,644	4,838,392	4,065,030	6,242,644	4,065,030	(2,177,615)	4,065,030	(2,177,615)	4,065,030	(2,177,615)
Perry Ellis Menswear LLC	716,159	> of MAG or % Fee ⁴	57,936	21,514	79,450	100,262	85,939	100,926	85,939	(14,987)	85,939	(14,987)	85,939	(14,987)
Taxco Sterling Company Inc	1,600,104	> of MAG or % Fee ⁴	158,664	97,450	256,114	272,018	240,016	277,402	240,016	(37,386)	240,016	(37,386)	240,016	(37,386)
URW Airports, LLC	27,938,040	> of MAG or % Fee ³	2,001,791	-	2,001,791	3,652,911	3,094,150	3,652,911	3,094,150	(558,761)	3,094,150	(558,761)	3,094,150	(558,761)
WDFG North America LLC - 007913	21,249,874	> of MAG or % Fee ³	1,027,580	1,001,853	2,029,433	2,856,437	2,405,875	2,856,437	2,405,875	(450,562)	2,405,875	(450,562)	2,405,875	(450,562)
WDFG North America LLC - 007915	563,857	> of MAG or % Fee ³	5,250	103,575	108,825	67,663	56,386	108,825	103,575	(5,250)	66,411	(42,414)	57,431	(51,394)
	128,271,101		12,364,694	6,312,663	18,677,356	16,916,834	14,321,948	21,898,457	14,539,142	(7,359,315)	14,402,575	(7,495,882)	14,371,488	(7,526,969)
Service Lease and Concession Agreements														
Alclear LLC	5,651,063	> of Rent or % Fee	-	15,041	15,041	523,111	410,090	523,111	410,090	(113,021)	410,090	(113,021)	410,090	(113,021)
AC Holdings (CNN)	61,631	> of MAG or % Fee (Quarterly)	150,000	-	150,000	61,631	60,398	150,000	60,398	(89,602)	60,398	(89,602)	60,398	(89,602)
ATM OPS INC DBA BITSTOP	-	> of MAG or % Fee ⁴	2,786	214	3,000	14	12	3,000	214	(2,786)	135	(2,865)	94	(2,906)
Communitel Inc (Baggage Claim) - 002231	1,070,240	> of MAG or % Fee ⁴	-	91,500	91,500	160,536	139,131	160,536	139,131	(21,405)	139,131	(21,405)	139,131	(21,405)
Communitel Inc (ATMs) - 003759	715,044	Transaction Fee only	-	15,802	15,802	169,227	164,460	169,227	164,460	(4,767)	164,460	(4,767)	164,460	(4,767)
Dade County Federal Credit Union (ATMs)	-	Rent + Transaction Fee	-	1,641	1,641	20,654	20,080	20,654	20,080	(574)	20,080	(574)	20,080	(574)
Electronic Media Systems/Boingo (Wi-Fi)	1,074,304	> of MAG or % Fee (Quarterly)	550,000	-	550,000	537,152	515,666	609,465	515,666	(93,799)	515,666	(93,799)	515,666	(93,799)

**Fiscal Impact of Proposed Amendment
Greater of Tiered Annual Rent or Percentage Fee
January 1, 2019 - December 31, 2019**

Company Name	Actual Gross Revenue January 1, 2019 - December 31, 2019	Existing Agreement Concession Fee Terms (Pay Department)	MAG	Location Rent	MAG Plus Location Rent	Percentage Fee		Revenue Due MDAD Per Existing Agreement ¹ (A)	Proposed Amendment ²					
						Existing Agreement	Proposed Amendment		Total Rent		63% of Total Rent (\$55.91/sq.ft.)		44% of Total Rent (\$39.05/sq.ft.)	
									Revenue Due MDAD (B)	Impact Gain/(Loss) (B-A)	Revenue Due MDAD (C)	Impact Gain/(Loss) (C-A)	Revenue Due MDAD (D)	Impact Gain/(Loss) (D-A)
Exactta LLC	2,006,467	> of MAG or % Fee ⁴	259,754	7,110	266,865	361,164	321,035	361,164	321,035	(40,129)	321,035	(40,129)	321,035	(40,129)
Lenlyn Limited dba ICE Currency Services USA - 004192	18,320,686	> of MAG or % Fee	1,809,351	49,142	1,858,493	1,354,153	987,739	1,809,351	987,739	(821,612)	987,739	(821,612)	987,739	(821,612)
Lenlyn Limited dba ICE Currency Services USA - 010449	10,961,248	> of MAG or % Fee ⁴	523,609	92,254	615,863	713,589	494,364	714,378	494,364	(220,014)	494,364	(220,014)	494,364	(220,014)
Miami Airport Concession LLC	11,445,079	> of MAG or % Fee	4,993,429	-	4,993,429	7,439,301	7,210,400	7,439,301	7,210,400	(228,902)	7,210,400	(228,902)	7,210,400	(228,902)
Robert Abraham Shoeshine	-	Rent	-	1,200	1,200	-	-	1,200	1,200	-	1,200	-	1,200	-
Safe Wrap of Florida JV, LLC	10,649,129	> of MAG or % Fee ⁴	3,621,632	105,016	3,726,648	3,727,195	3,514,212	3,851,300	3,514,212	(337,087)	3,514,212	(337,087)	3,514,212	(337,087)
Smarte Carte Inc	5,354,239	> of MAG or % Fee	270,006	-	270,006	1,713,356	1,606,272	1,713,356	1,606,272	(107,085)	1,606,272	(107,085)	1,606,272	(107,085)
	67,309,130		12,180,567	378,920	12,559,488	16,781,084	15,443,859	17,526,044	15,445,261	(2,080,783)	15,445,182	(2,080,862)	15,445,142	(2,080,902)
Grand Total	\$ 387,053,365		\$ 31,299,262	\$ 23,037,452	\$ 54,336,714	\$ 57,241,640	\$ 49,480,066	\$ 64,949,595	\$ 51,949,577	\$ (13,000,018)	\$ 50,740,591	\$ (14,209,004)	\$ 50,704,983	\$ (14,244,612)

¹ See existing agreement concession fee terms² Concessionaires pay greater of annual tiered rent or percentage fee where the rates per agreement were reduced by 2%³ MAG is inclusive of location and location storage rent⁴ MAG is inclusive of location rent

Duty Free Americas Miami, LLC
Fiscal Impact of Proposed Amendment
Tiered Annual Rent and 29% Percentage Fee
January 1, 2019 - December 31, 2019

January 1, 2019 - December 31, 2019													
Company Name	Actual Gross Revenue January 1, 2019 - December 31, 2019	MAG	Location Rent	MAG Plus Location Rent	Percentage Fee		Revenue Due MDAD Per Existing Agreement ¹ (A)	Proposed Amendment ²					
					Existing Agreement	Proposed Amendment		Total Rent		63% of Total Rent (\$55.91/sq.ft.)		44% of Total Rent (\$39.05/sq.ft.)	
								Revenue Due MDAD (B)	Impact Gain/(Loss) (B-A)	Revenue Due MDAD (C)	Impact Gain/(Loss) (C-A)	Revenue Due MDAD (D)	Impact Gain/(Loss) (D-A)
Duty Free Lease and Concession Agreement													
Duty Free Americas Miami,LLC	\$ 79,539,297	\$ 27,167,357	\$ 4,498,199	\$ 31,665,556	\$ 22,977,182	\$ 23,066,396	\$ 31,665,556	\$ 27,564,595	\$ (4,100,961)	\$ 25,900,261	\$ (5,765,295)	\$ 25,045,604	\$ (6,619,952)
	\$ 79,539,297	\$ 27,167,357	\$ 4,498,199	\$ 31,665,556	\$ 22,977,182	\$ 23,066,396	\$ 31,665,556	\$ 27,564,595	\$ (4,100,961)	\$ 25,900,261	\$ (5,765,295)	\$ 25,045,604	\$ (6,619,952)

¹ Pay greater of MAG plus rent or percentage fee ranging from 25% to 31% on a sliding scale

² Pay annual tiered rent and 29% of gross revenues