
WARREN COUNTY WINTER PLANNING COMMITTEE

TUESDAY JUNE 20, 2023





AGENDA

- Why should Warren County adopt this project
- Who is Moment Factory
- What is the “Winter Experience”
- Economic Impact
- Stability of Project
- Financing Needs
- Timeline

CONSIDERATIONS...

- Must- **Not** be weather dependent
- Must -be Portable or non-intrusive- if utilizing Woods Park
- Must attract our top winter guest demographics
 - Capital District, Lower Hudson Valley, Greater Metro NYC
- Should create / capitalize on a longer demand season- Nov thru Mar (years 2-5)
- **Must be beneficial, or offer opportunities, to all Warren County communities**
- **Should not compete, but rather support existing attractions/events**
- Must be self-supporting or supported financially without liability to local taxpayers
- Must have manageable ongoing operational costs
- Must have limited risks to visitors
- Can be built, and grow, over multiple years
- It should offer hotel packaging opportunities
 - With opportunities for piggyback marketing
- It should create midweek overnight opportunities – ie: **20% off room rate with two event bundle**
- Must be backed with substantial marketing initiatives

THE BENEFITS OF A WINTER ATTRACTION OF THIS MAGNITUDE

- **This will be game changer for the area.** It will solve issues that area businesses have faced for decades, as they will be able to stay open year-round. This allows for:
 - Employment opportunities for a year-round staff
 - Improved revenues for capital improvements
 - Consistent Cash Flows
 - Restaurants to be filled, lodging properties will see improved occupancies
- Such an attraction will Improve sales tax revenues
 - Including occupancy tax revenues as it puts heads in beds
 - This attraction will create longer length of stays
 - This attraction will create midweek stays for visitors
- This attraction will benefit and **supports the entire county** with a long-term, 5-year plan
- **If not now, then when? If not this, then what? If we do not capitalize on this opportunity, competing counties will and we will lose a competitive advantage and market share**



Moment Factory

WE SEEK TO CREATE NEW FORMS OF ENTERTAINMENT THROUGH THE DESIGN AND PRODUCTION OF IMMERSIVE MULTIMEDIA ENVIRONMENTS.

Our centralization of the entire production chain accelerates and concentrates creativity, simplifies management and enhances artistic and aesthetic coherence, ensuring the successful delivery of innovative experiences.



WHO WE ARE

NOTABLE COLLABORATIONS

CHANGI'S AIRPORT TERMINAL 4 'THEATRE EXPERIENCE', SINGAPORE

FORESTA LUMINA & OTHER NIGHT WALKS, WORLDWIDE

JACQUES CARTIER BRIDGE LIGHTS, MONTREAL

THE FORUM SHOPS MULTIMEDIA MARQUEE AT CAESAR'S PALACE, LAS VEGAS

NATIONAL ARTS CENTER, OTTAWA

SUPER BOWL HALFTIME SHOW WITH MADONNA, INDIANAPOLIS

AURA AT THE NOTRE-DAME BASILIQUE, MONTREAL

AT THE HEART OF PERFORMANCE, GROUPE RENAULT, PARIS

DISNEY SHANGHAI OPENING GALA, SHANGHAI

+ **450**
EMPLOYEES

+ **21**
YEARS

+ **500**
PRODUCTIONS

+ **5**
OFFICES

*Montreal
Paris
Tokyo
New York
Singapore*

Moment Factory is a multimedia studio with a full range of production expertise under one roof. Our team combines specializations in video, lighting, architecture, sound and special effects to create remarkable experiences.

Headquartered in Montreal, the studio also has other addresses in Tokyo, Paris, New York City and Singapore. Since its inception in 2001, Moment Factory has created more than 500 unique projects worldwide, including the Lumina Night Walk series. Productions span the globe

and include such clients as Changi Airport, Notre-Dame Basilica of Montreal, Disney, Arcade Fire, Microsoft, Sony, Boston Museum of Science, Madonna, Cipriani, Universal Studios, the Toronto Zoo and the Reims Cathedral.



CREATIVE TEAM



GABRIEL PONTBRIAND

CREATIVE DIRECTOR

Gabriel Pontbriand is a Creative Director at Moment Factory. He has specialized in lighting conception and multimedia set design for the last 15 years. His approach employs light as an integral design element, enabling him to develop a distinct signature for every client. From performing artists or corporate brands; whether it is for temporary environments or permanent installations, his comprehension approach to multimedia set design, from video to lighting design, allows him to create unique ambiances no matter what. Gabriel's work is an invitation to forget about the enabling technology and to be transported to magical places.



BRONWYN AVERETT

LEAD CONCEPT WRITER

As Lead Concept Writer at Moment Factory, Bronwyn's keen understanding of narrative structure and multimedia frameworks drives her to create exciting stories for a variety of spectacular experiences. With a PhD in literature and a multidisciplinary background that includes everything from translating poems to writing music to programming cultural events, she is able to identify and meet the diverse needs of every project. At Moment Factory, she is known for crafting storylines that help to translate stakeholder priorities into captivating audience experiences. Her narrative work is guided by a passion for drawing audiences of all ages and backgrounds into incredible shared



CHARLOTTE RUDELLE

ART DIRECTOR

As Art Director, Charlotte Rudelle is responsible for maintaining the visual integrity of each project she works on. Her extensive experience in motion design allows her to conceptualize exquisite immersive environments, anchored in her solid technical understanding. A whiz at illustration and 3D modelling, she inspires everyone around her. She has produced multimedia videos for interactive installations, concerts, live shows, and games. Since joining Moment Factory in 2016, Charlotte has contributed to some of our most ambitious projects, including the Mystic Tree Show at Songcheng in Hangzhou and Illuminations a collaboration with the Banff Centre for Arts and Creativity in Alberta.



AMANDA SZABO

ASS. MULTIMEDIA DIRECTOR

Amanda Szabo integrates new media technologies and architectural lighting into immersive experience design, specializing in narrative experiences.

She has developed a distinctive visual language, born from a highly-detailed mix of disciplines, including graphic, scenic and lighting design. Her wide-ranging interest in the creative industry has led her to develop high impact experiences, conceptual ideas and lighting design for clients across myriad industries from theater to architecture in both permanent and temporary environments. With an interdisciplinary approach, she integrates her expertise to bring stories alive & influence

PRODUCTION TEAM



CHRISTIAN L'HEUREUX

PRODUCER

An illustrious career in multimedia design and management gives Christian L'Heureux the skills to create magic within his position as Producer and General Manager, Signature Experiences at Moment Factory. The clarity of his long-term vision is rooted in his experience as the architect of a multimedia strategy for the Québec Casino Society, where he worked as Head of Multimedia Environment Services, directing almost \$30M of investment into otherworldly and dynamic visitor experiences. His developed visual aesthetic, derived from years of innovative website design, keeps him connected to a project's creative side. Christian knows how



CATHERINE VILLENEUVE

LINE PRODUCER

As a Line Producer, Catherine Villeneuve ensures that every project she touches is managed with the utmost efficiency. From the concept phase to field integration, she works closely with her Moment Factory colleagues and the client to ensure seamless collaboration and success throughout.

With a degree in tourism and extensive experience in communications, Catherine has worked for more than ten years in project and account management in Canada and abroad, helping to get numerous events off the ground.



STEPHANE LEMAY

TECHNICAL DIRECTOR

As a technical Director at Moment Factory since 2021, Stéphane Lemay brings 40 years of expertise and impressive leadership skills to oversee the design of AV and set design systems. His role is to support the creative teams in the development and execution of projects.

Trained in electronics and business management, he has made numerous achievements possible at Moment Factory after collaborating with Cirque du Soleil on many show productions and construction projects for permanent installations.

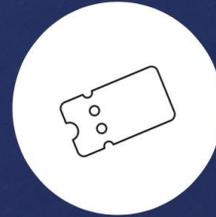
Coming This Winter

WINTER EXPERIENCE

WINTER EXPERIENCE

DESCRIPTION AND PARAMETERS

This **innovative**, outdoor **winter-themed** multimedia attraction at Fort William Henry draws upon Moment Factory's endless creative mastery, high-end technology and **proven experience creating revenue-generating and placemaking attractions.**



1 X
WELCOMING
ZONE



ALL AGES



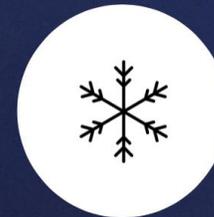
4-6 X
DIGITAL
INSTALLATIONS



FREE-FLOW
PATHWAY



45 TO 60
MINS



WINTER
DEC TO MARCH



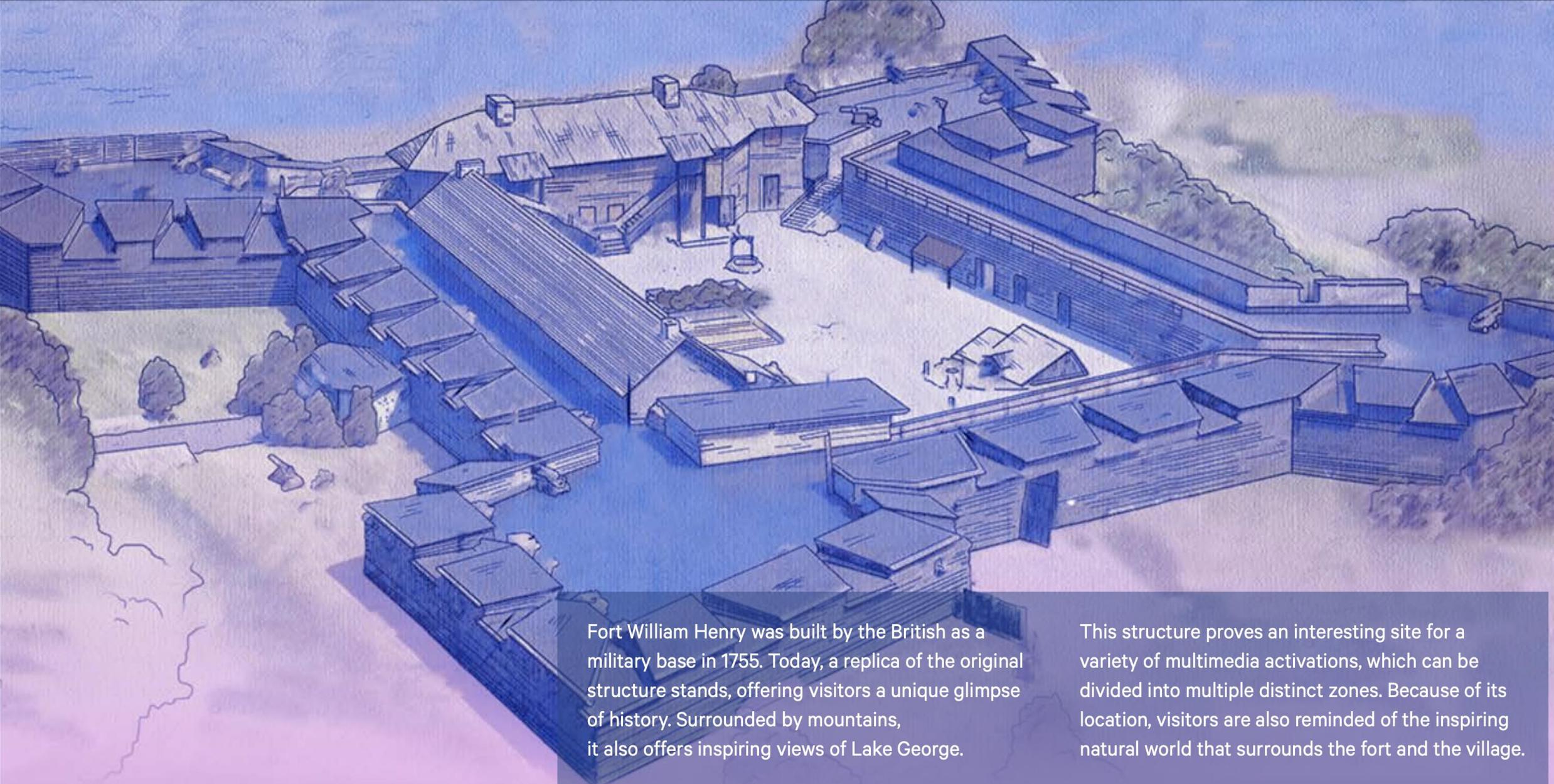
400 - 600
GUESTS
PER HOUR



6 TO 10 PM

THE SITE

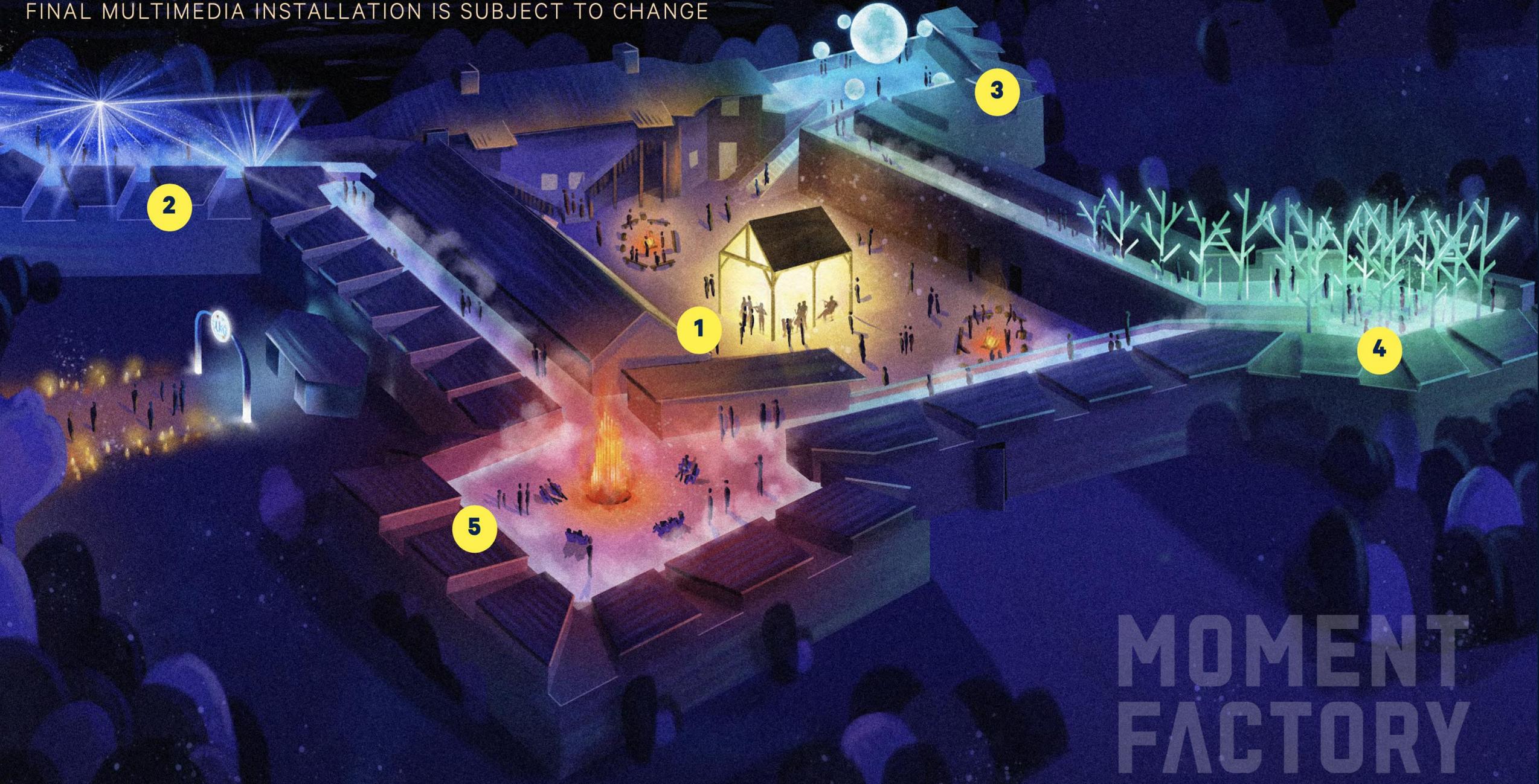
FORT WILLIAM HENRY



Fort William Henry was built by the British as a military base in 1755. Today, a replica of the original structure stands, offering visitors a unique glimpse of history. Surrounded by mountains, it also offers inspiring views of Lake George.

This structure proves an interesting site for a variety of multimedia activations, which can be divided into multiple distinct zones. Because of its location, visitors are also reminded of the inspiring natural world that surrounds the fort and the village.

ARTISTIC RENDERING FOR DISCUSSION PURPOSES ONLY
FINAL MULTIMEDIA INSTALLATION IS SUBJECT TO CHANGE



MOMENT
FACTORY

EXPERIENCE SUMMARY

ZONE BY ZONE INTENT

1 VIRTUAL CHALET

GATHER AROUND THE HEARTH

Shadowy figures play a joyful folk tune, as guests enjoy the show and share the warmth of the fire.

2 THE FIRST SNOW

IMMERSIVE YOURSELF IN WINTER'S SHINE

Millions of mini lasers light the way, evoking that magical moment when the first snow of the season begins to fall.

3 THE FULL MOON

LET WINTER'S BEACON INSPIRE YOU

A luminous installation can be seen from all corners of the site, but up close its majesty truly comes to life.

4 THE FOREST

DISCOVER THE LIGHT WITHIN THE TREES

Scenography evokes the feeling of a snowy forest. As visitors weave through the trees, moving lights beckon them to discover.

5 THE CAMPFIRE

SHARE A WARM WISH WITH LOVED ONES

Fire and lights dance, celebrating the warmth of winter with digital campfire and immersive lighting.

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**MOMENT
FACTORY**

BLUEPRINT FOR SUCCESS

1. An Organization to Lead the Project

- A company or non for profit that manages and controls the initiative

2. Skilled Operators

- A dedicated operator with experience in marketing, coordinating, planning, and leveraging AV and technical resources

3. Location

- A site that has the necessary infrastructure, as well as proximity to draw attendees in large scale.

4. Financing

- Secured financing that fits needed payment schedules and initial operation expenses.

THE ICE CASTLE EFFECT

Hotel Performance (2 Years preceeding Ice Castles vs 1st 2 years w/ Ice Castles)			
	Average Daily Rate	Occ	Room Nights (Demand)
Ice Castles	\$ 151.61	46.15%	51,940
Pre-Ice Castles	\$ 123.55	40.90%	43,099
% Change	22.71%	5.25%	20.51%

NOW, THE “WINTER EXPERIENCE” EFFECT

Current	December	January	February	March	Total
ADR	\$ 140.74	\$140.56	\$ 156.11	\$ 128.78	
Occ%	36.30%	36.60%	44%	39.40%	
County Wide Hotel Revenue	\$ 5,904,887	\$ 5,960,166	\$ 8,070,106	\$ 5,993,936	\$ 25,929,096
Room Nights (Demand)	41,956	42,403	51,695	46,544	182,598
Occ Tax Collected	\$ 236,195.50	\$ 238,406.63	\$ 322,804.26	\$ 239,757.45	\$1,037,163.84
Year 1 Projected	December	January	February	March	Total
ADR	\$ 143.65	\$ 164.49	\$ 182.69	\$ 150.70	
Occ%	40.85%	41.23%	49.28%	44.82%	
Room Nights (Demand)	47,176	47,623	56,915	51,764	203,478
County Wide Hotel Revenue	\$ 6,776,832	\$ 7,833,523	\$ 10,397,672	\$ 7,801,083	\$ 32,809,111
Occ Tax Collected	\$ 271,073.30	\$ 313,340.94	\$ 415,906.88	\$ 312,043.32	\$1,312,364.44
Occ Tax Increase YOY	\$ 34,877.80	\$ 74,934.31	\$ 93,102.62	\$ 72,285.87	\$ 275,200.60

ADR – Average Daily Rate

OCC% - Occupancy Percentage

This is an increase of \$6.8m in Accommodation Revenues in the 1st year alone



PROFORMA REVENUES

	<i>12/4/2023</i>	<i>11/25/2024</i>	<i>11/24/2025</i>	<i>11/23/2026</i>	<i>11/22/2027</i>
	<i>3/31/2024</i>	<i>3/30/2025</i>	<i>3/29/2026</i>	<i>3/28/2027</i>	<i>4/2/2028</i>
Visitors 5% growth per year	120,000	126,000	132,300	138,915	145,861
Weekend Ticket Price	\$29.00	\$30.00	\$31.00	\$32.00	\$33.00
Midweek Ticket Price	\$24.00	\$25.00	\$26.00	\$27.00	\$28.00
Days open midweek Open 5 Days a week	50	54	54	57	57
Days open Weekends Open 5 Days a week	36	38	38	36	38
	69% Occupancy	73% Occupancy	77% Occupancy	80% Occupancy	84% Occupancy
TICKET SALES 60% weekend 40% midweek	\$3,240,000	\$3,528,000	\$3,836,700	\$4,167,450	\$4,521,683
ONLINE MERCHANDISE SALES	\$12,000	\$12,600	\$13,230	\$13,892	\$14,586
Parking	\$90,000	\$92,700	\$95,481	\$98,345	\$101,296
Total Winter Experience Sales	\$3,342,000	\$3,633,300	\$3,945,411	\$4,279,687	\$4,637,565
COST OF GOODS SOLD	\$2,760.00	\$2,898.00	\$3,042.90	\$3,195.05	\$3,354.80
	23%	23%	23%	23%	23%
GROSS PROFIT	\$3,339,240	\$3,630,402	\$3,942,368	\$4,276,492	\$4,634,210

PROFORMA CONT.

Year 1

Year 2

Year 3

Year 4

Year 5

	Year 1	Year 2	Year 3	Year 4	Year 5
SALARIES 3% growth per year					
Total SALARIES	\$224,408	\$231,140	\$238,074	\$245,217	\$252,573
	6.71%	6.36%	6.03%	5.73%	5.45%
TOTAL P/C SALARY	\$242,441	\$249,173	\$256,107	\$263,250	\$270,606
SAL AS % OF SALES	7.25.%	6.86.%	6.49.%	6.15.%	5.84.%
OPERATING EXPENSES					
MARKETING					
Total MARKETING	\$451,170	\$287,031	\$305,769	\$330,948	\$343,180
	13.50%	7.90%	7.75%	7.73%	7.40%
INFRASTRUCTURE / EQUIPMENT					
Total INFRA / EQUIPT	\$2,613,000	\$850,167	\$781,177	\$796,771	\$813,179
	78.19%	23.40%	19.80%	18.62%	17.53%
PHONE AND INTERNET					
TOTAL PHONE AND INTERNET	\$1,671	\$1,817	\$1,973	\$2,140	\$2,319
	0.05%	0.05%	0.05%	0.05%	0.05%
UNIFORMS					
Total UNIFORMS	\$2,200	\$2,266	\$2,334	\$2,404	\$2,476
	0.07%	0.06%	0.06%	0.06%	0.05%
UTILITIES					
Total UTILITIES	\$30,245	\$32,881	\$35,706	\$38,731	\$41,970
	0.91%	0.91%	0.91%	0.91%	0.91%
SITE MAINTENANCE					
Total REPAIRS AND MAINTENANCE	\$54,114	\$62,316	\$67,519	\$73,087	\$79,044
	1.62%	1.72%	1.71%	1.71%	1.70%
SUPPLIES					
Total SUPPLIES	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310
	0.60%	0.58%	0.56%	0.54%	0.52%
TECHNOLOGY					
TOTAL TECHNOLOGY	\$6,684	\$7,267	\$7,891	\$8,559	\$9,275
	0.20%	0.20%	0.20%	0.20%	0.20%

PROFORMA CONT.

	Year 1	Year 2	Year 3	Year 4	Year 5
CONTINGENCY					
TOTAL CONTINGENCY	434,460	472,329	512,903	556,359	602,883
	13.41%	13.39%	13.37%	13.35%	13.33%
CREDIT CARD FEES 3%					
Total CREDIT CARD FEES	\$100,260	\$108,999	\$118,362	\$128,391	\$139,127
	3.00%	3.00%	3.00%	3.00%	3.00%
INSURANCE					
Total **INSURANCE	\$66,520	\$68,516	\$70,571	\$72,688	\$74,869
	1.99%	1.89%	1.79%	1.70%	1.61%
LEASE AGREEMENT					
Total LEASE	\$233,940	\$254,331	\$268,288	\$278,180	\$292,167
	7.00%	7.00%	6.80%	6.50%	6.30%
MANAGEMENT FEES					
Total MANAGEMENT FEE	\$100,177	\$105,282	\$110,386	\$115,465	\$115,855
	3.00%	2.90%	2.80%	2.70%	2.50%
TOTAL EXPENSES	\$4,845,642	\$3,055,471	\$3,139,585	\$3,318,438	\$3,492,867
County Bed Tax infusion - one time	\$3,000,000	\$0	\$0	\$0	\$0
NET PROFIT OR LOSS	\$1,496,358	\$577,829	\$805,826	\$961,249	\$1,144,698

5 YEAR ROI

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
50% net profits back to the county	\$ 748,179	\$ 288,914	\$ 402,913	\$ 480,624	\$ 572,349	\$ 2,492,979
New Room Nights based on ice castles (.19)	22,800	23,940	25,137	26,394	27,714	125,984
New Hotel based revenues - \$159 ADR used in calc	\$ 3,625,200	\$ 3,806,460	\$ 3,996,783	\$ 4,196,622	\$ 4,406,453	\$20,031,518
New Occ Tax Dollars	\$ 145,008	\$ 152,258	\$ 159,871	\$ 167,865	\$ 176,258	\$ 801,261
			Total Back to Warren County (not including sales tax revenue)			\$ 3,294,240

FINANCING NEEDS JULY 7- OPENING NIGHT 2023

Payment Schedule

30% after concept presentation | **July 7th** \$585,000

20% after concept presentation | **August 15th** \$400,000

20% after design presentation | **September 15th** \$400,000

20% after production phase | **October 15th** \$897,200

10% at premiere | **December 14th** \$300,000

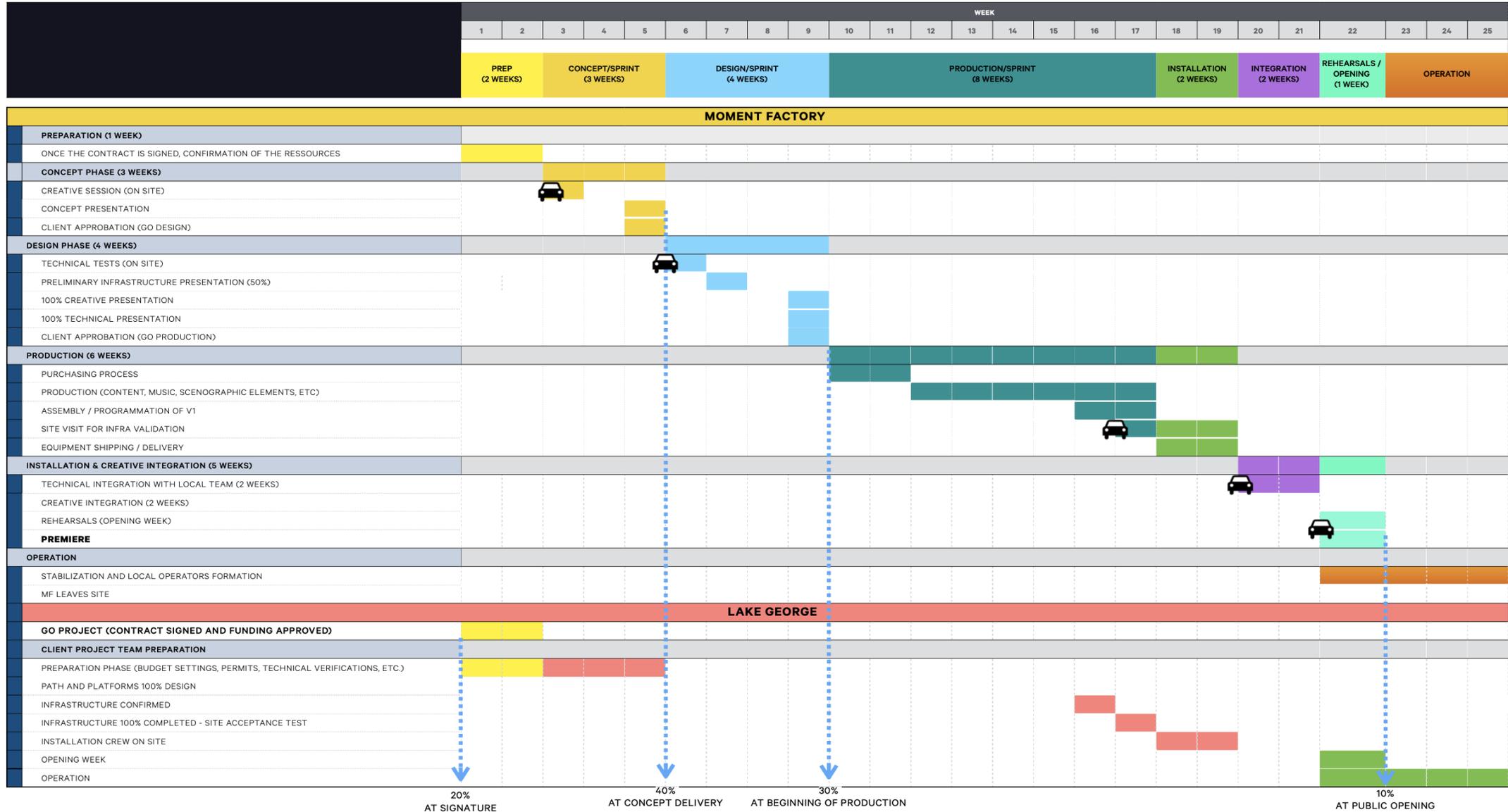
Total Cost Up To Premier- \$2,582,200

Post Premier Operational Needs- \$417,800

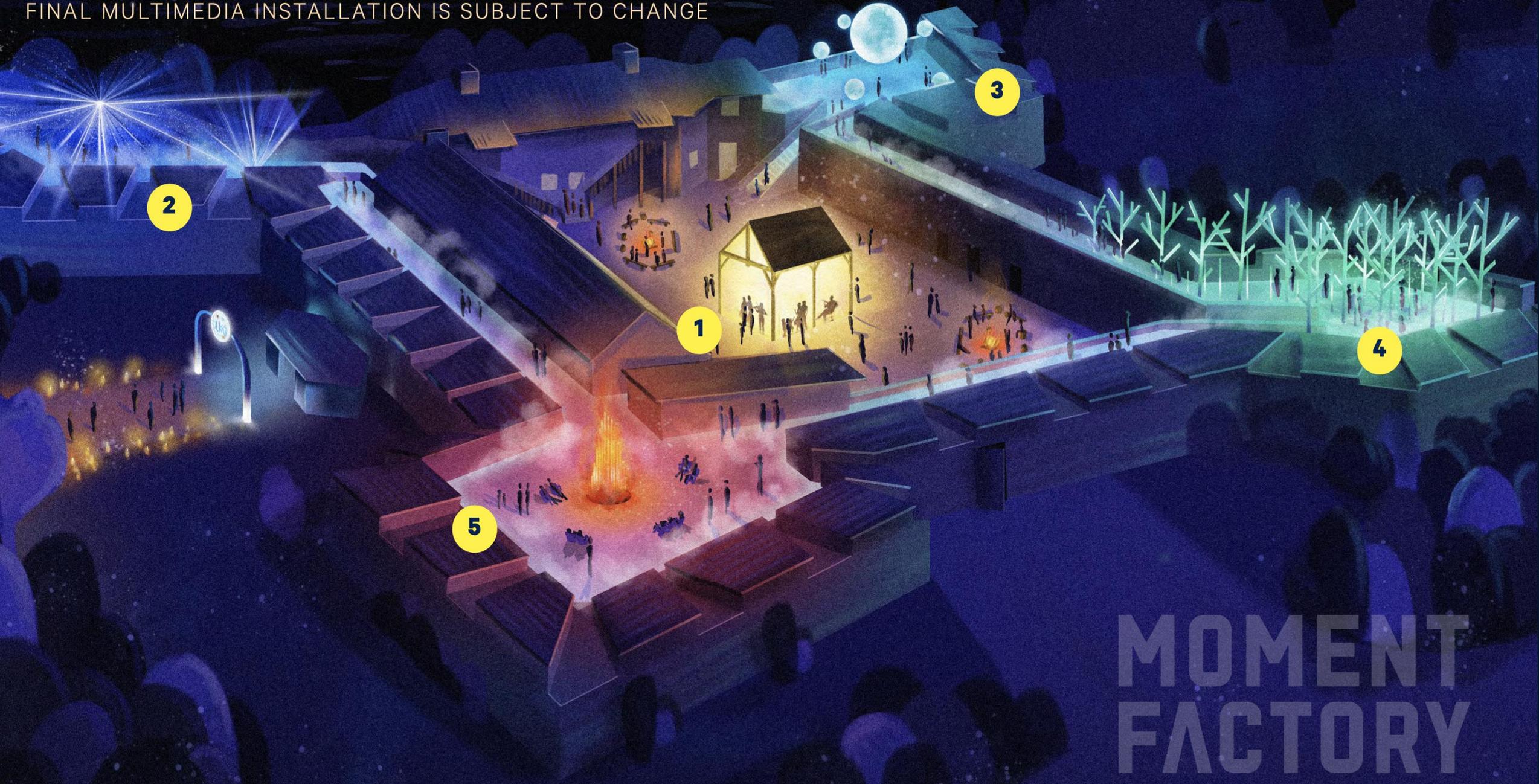
*Total Cost of Buildout *and* Operation in
Year 1- ~\$4.8m

6/20/2023

LAKE GEORGE PRELIMINARY PROJECT TIMELINE



ARTISTIC RENDERING FOR DISCUSSION PURPOSES ONLY
FINAL MULTIMEDIA INSTALLATION IS SUBJECT TO CHANGE



MOMENT
FACTORY