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**WARREN COUNTY  
WINTER PLANNING COMMITTEE  
TUESDAY JUNE 20, 2023**





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# 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

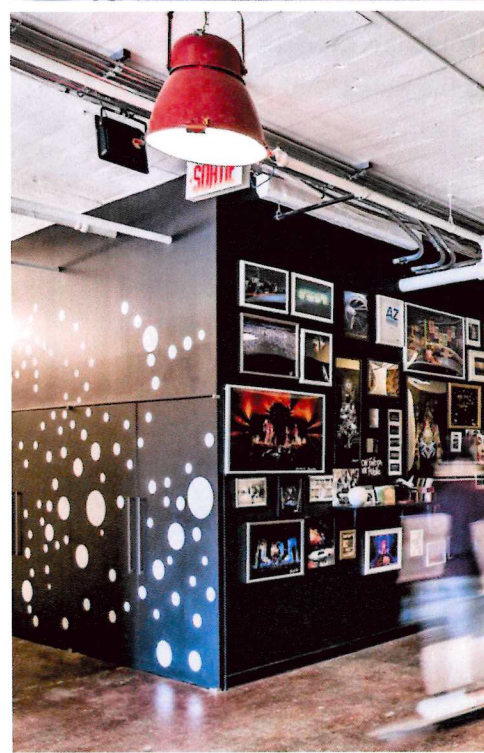
- **This will be game changer for the area.** It will solve issues that area businesses have faced for decades, as they will be able to stay open year-round. This allows for:
  - Employment opportunities for a year-round staff
  - Improved revenues for capital improvements
  - Consistent Cash Flows
  - 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**

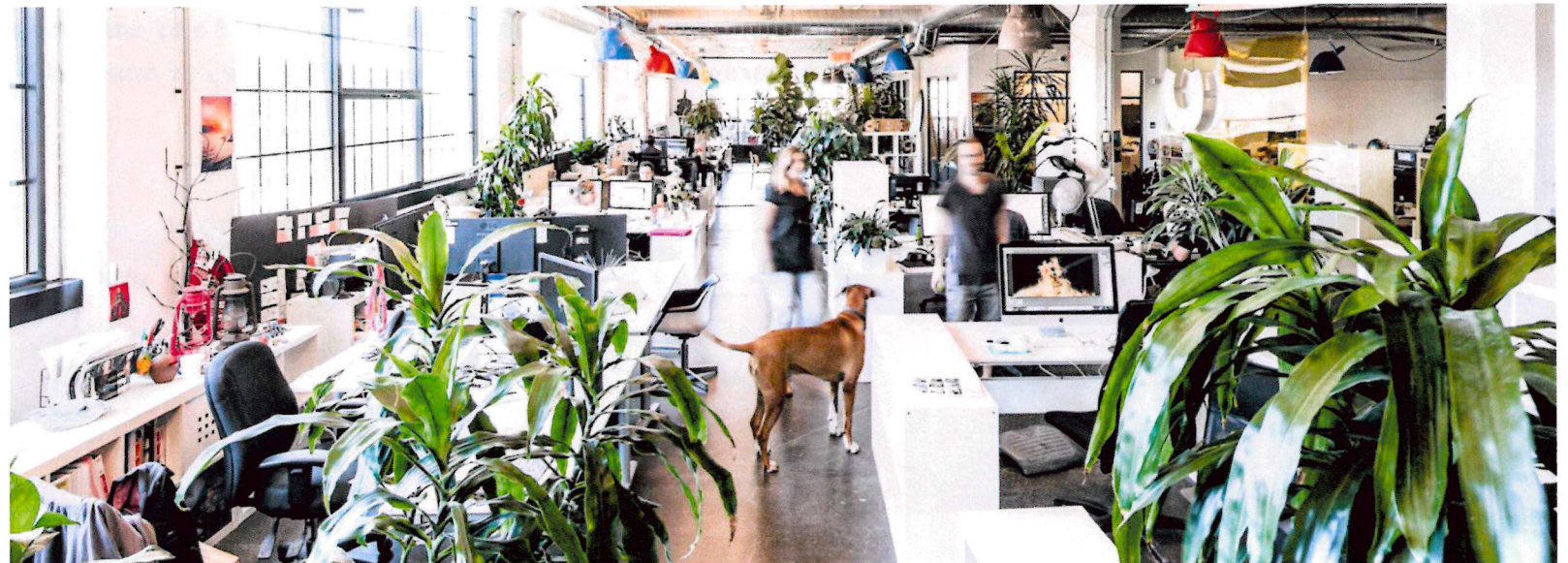
+ **5**  
**OFFICES**

*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



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### CHRISTIAN L'HEUREUX

PRODUCER

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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



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### CATHERINE VILLENEUVE

LINE PRODUCER

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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.



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### STEPHANE LEMAY

TECHNICAL DIRECTOR

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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.



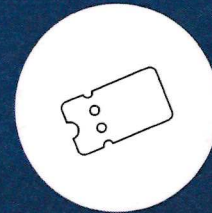
Coming This Winter

**WINTER EXPERIENCE**

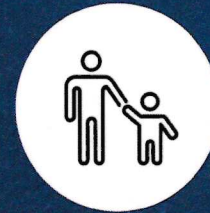
# WINTER EXPERIENCE

## DESCRIPTION AND PARAMETERS

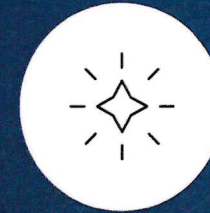
This **innovative**, outdoor **winter-themed** multimedia attraction at Fort William Henry draws upon Moment Factory's endless creative mastery, high-end technology and **proven experience creating revenue-generating and placemaking attractions.**



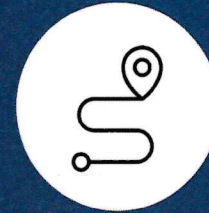
1 X  
WELCOMING  
ZONE



ALL AGES



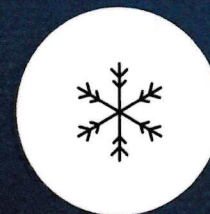
4-6 X  
DIGITAL  
INSTALLATIONS



FREE-FLOW  
PATHWAY



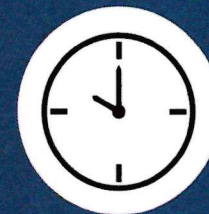
45 TO 60  
MINS



WINTER  
DEC TO MARCH



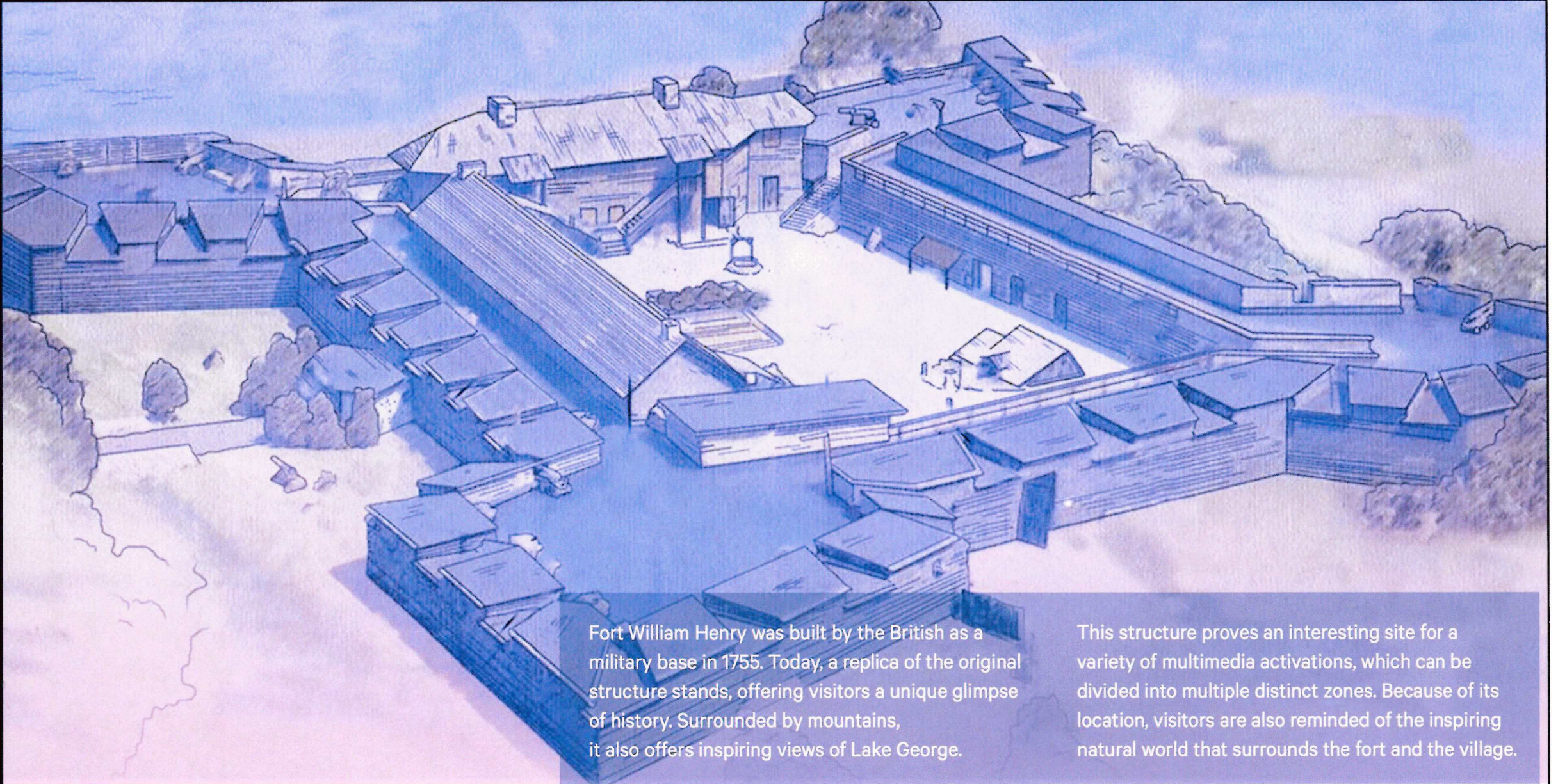
400 - 600  
GUESTS  
PER HOUR



6 TO 10 PM

## THE SITE

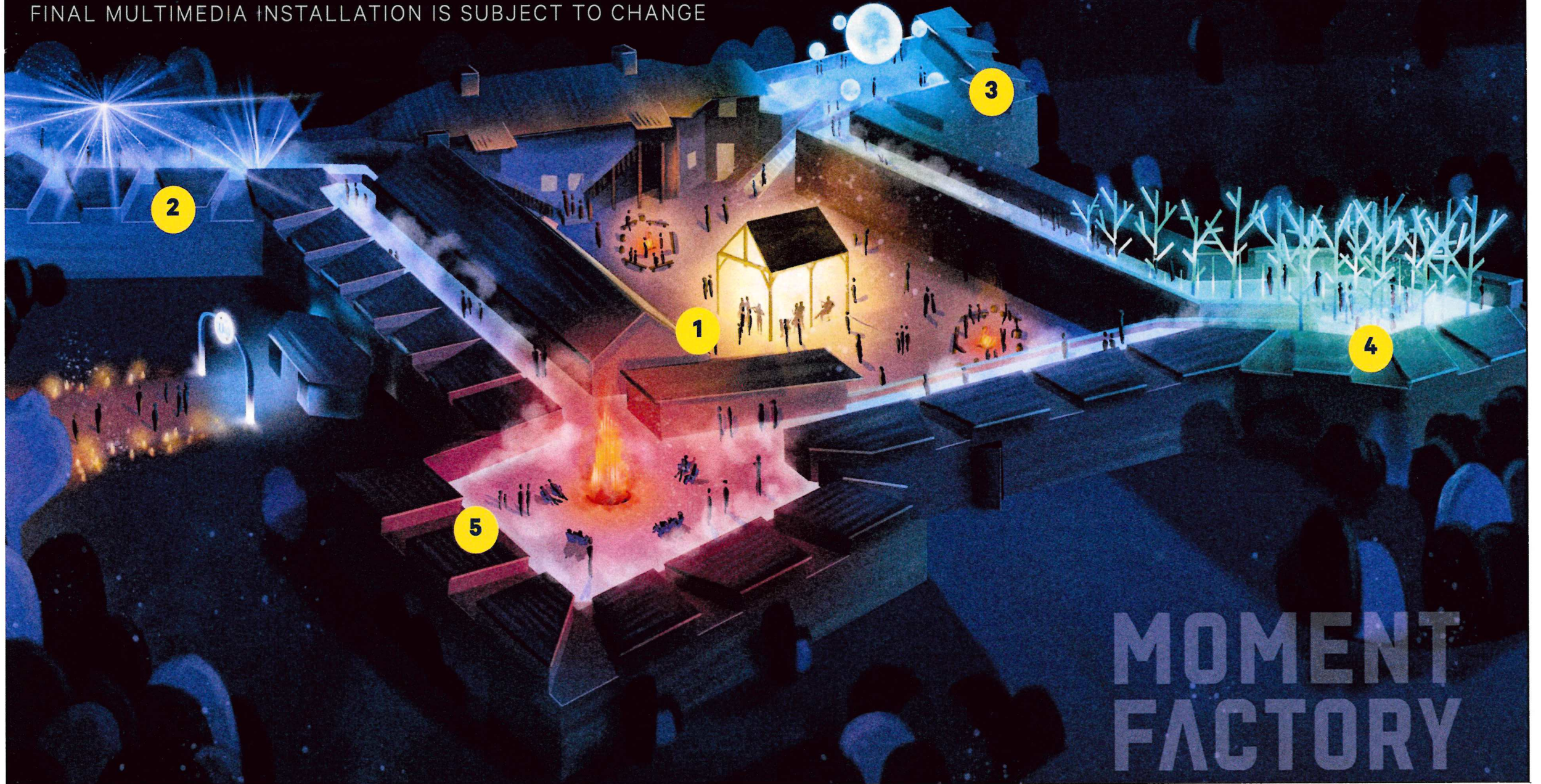
### FORT WILLIAM HENRY



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

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#### 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.

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#### 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.

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#### 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.

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#### 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.

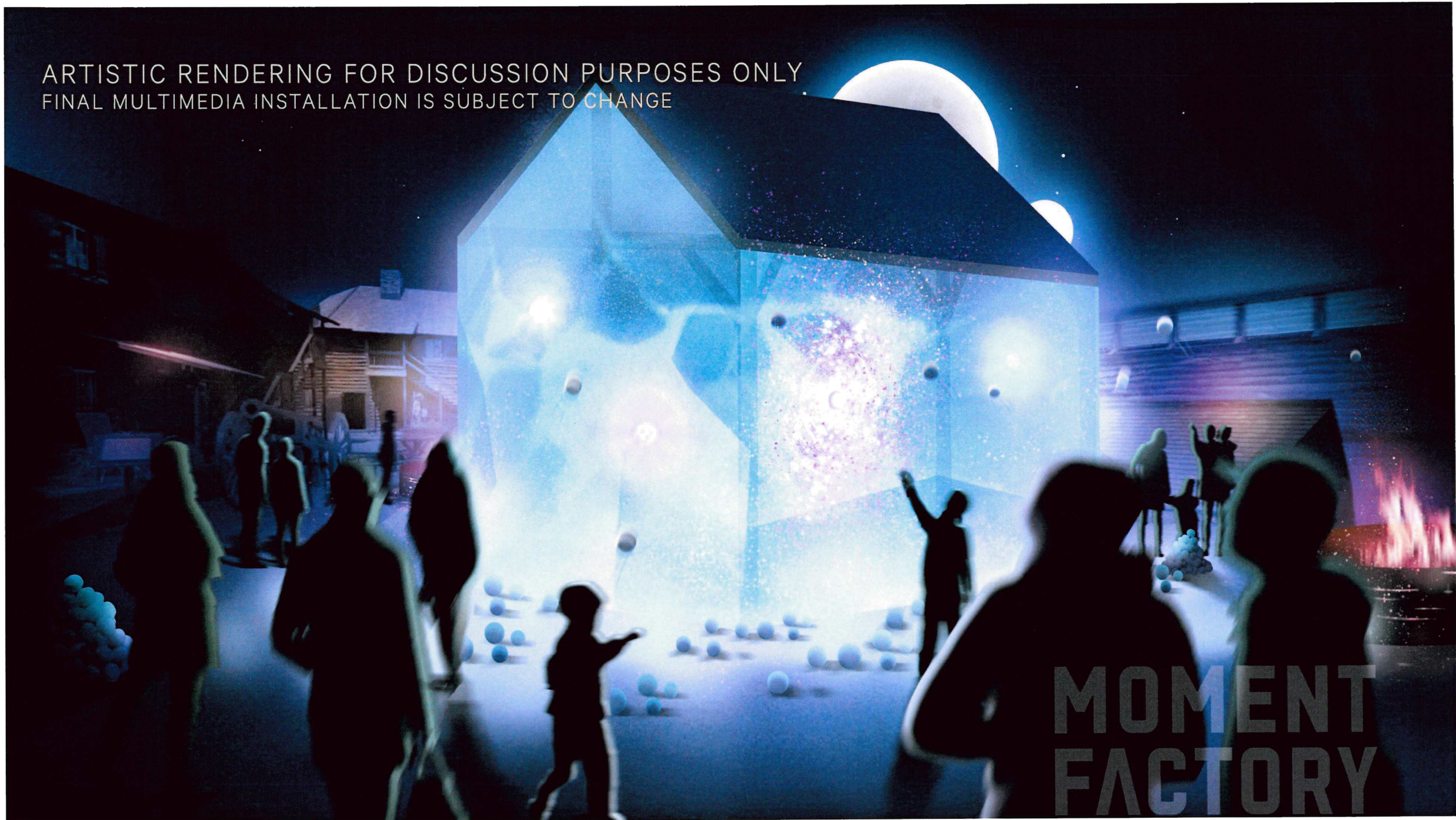
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#### 5 THE CAMPFIRE

*SHARE A WARM WISH WITH LOVED ONES*

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

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



**MOMENT  
FACTORY**

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# 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

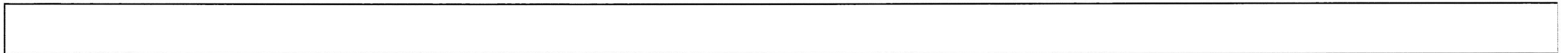
- A site that has the necessary infrastructure, as well as proximity to draw attendees in large scale.

## 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%





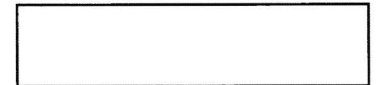
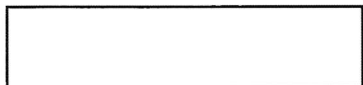
# NOW, THE “WINTER EXPERIENCE” EFFECT

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 1<sup>st</sup> year alone**



# PROFORMA REVENUES

	12/4/2023 3/31/2024	11/25/2024 3/30/2025	11/24/2025 3/29/2026	11/23/2026 3/28/2027	11/22/2027 4/2/2028
<b>Visitors 5% growth per year</b>	<b>120,000</b>	<b>126,000</b>	<b>132,300</b>	<b>138,915</b>	<b>145,861</b>
<b>Weekend Ticket Price</b>	\$29.00	\$30.00	\$31.00	\$32.00	\$33.00
<b>Midweek Ticket Price</b>	\$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
<b>Total Winter Experience Sales</b>	<b>\$3,342,000</b>	<b>\$3,633,300</b>	<b>\$3,945,411</b>	<b>\$4,279,687</b>	<b>\$4,637,565</b>
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	<b>\$3,339,240</b>	<b>\$3,630,402</b>	<b>\$3,942,368</b>	<b>\$4,276,492</b>	<b>\$4,634,210</b>

# PROFORMA CONT.

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

# PROFORMA CONT.

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

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# 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	<b>\$ 2,492,979</b>
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	<b>\$ 801,261</b>
Total Back to Warren County (not including sales tax revenue)						<b>\$ 3,294,240</b>

NO PRIVATE SPENDING YET!?

# FINANCING NEEDS JULY 7- OPENING NIGHT 2023

## Payment Schedule

30% after concept presentation   <b><u>July 7th</u></b>	\$585,000
20% after concept presentation   <b><u>August 15th</u></b>	\$400,000
20% after design presentation   <b><u>September 15th</u></b>	\$400,000
20% after production phase   <b><u>October 15th</u></b>	\$897,200
10% at premiere   <b><u>December 14th</u></b>	\$300,000

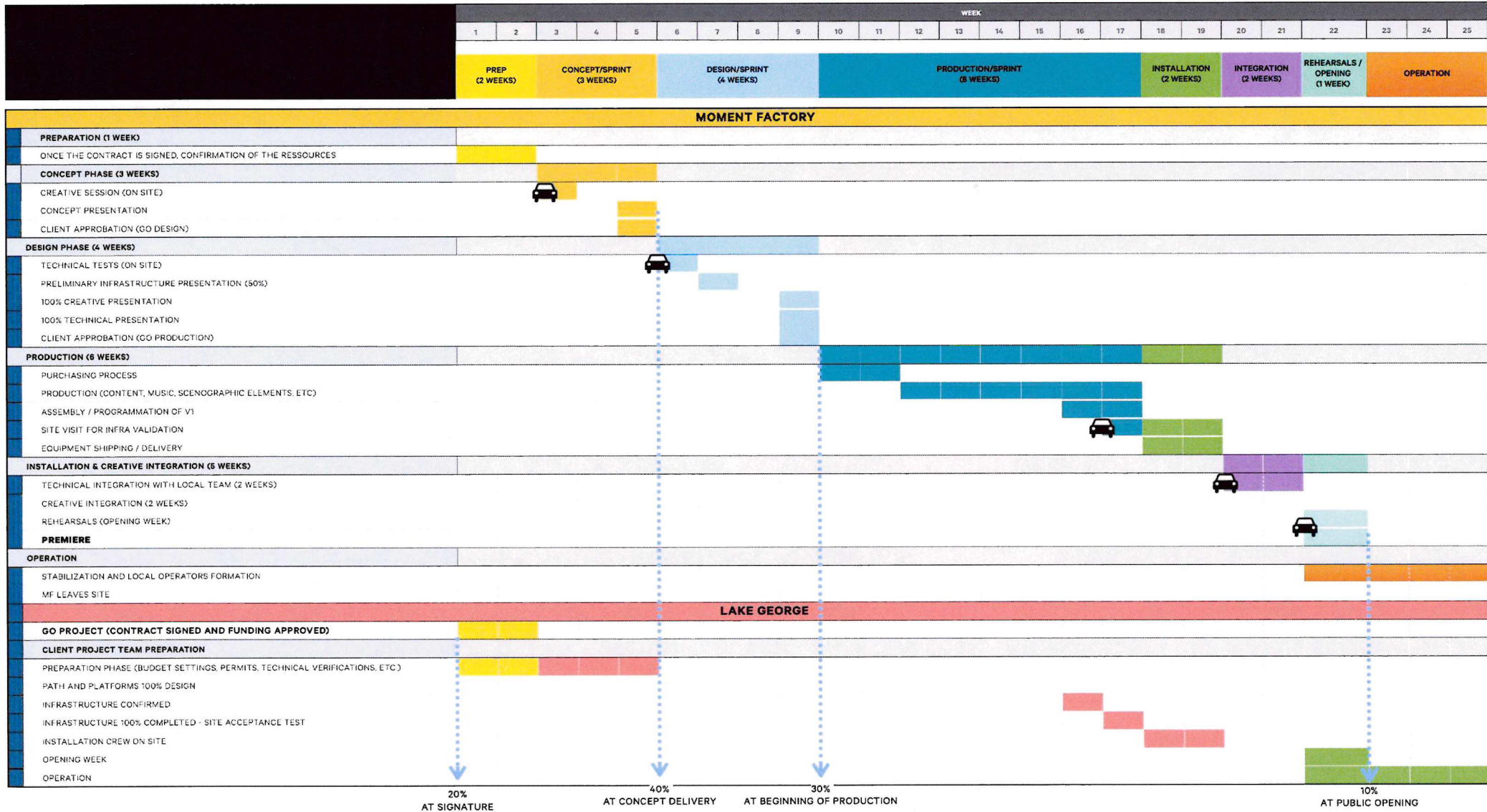
Total Cost Up To Premier- \$2,582,200

Post Premier Operational Needs- \$417,800

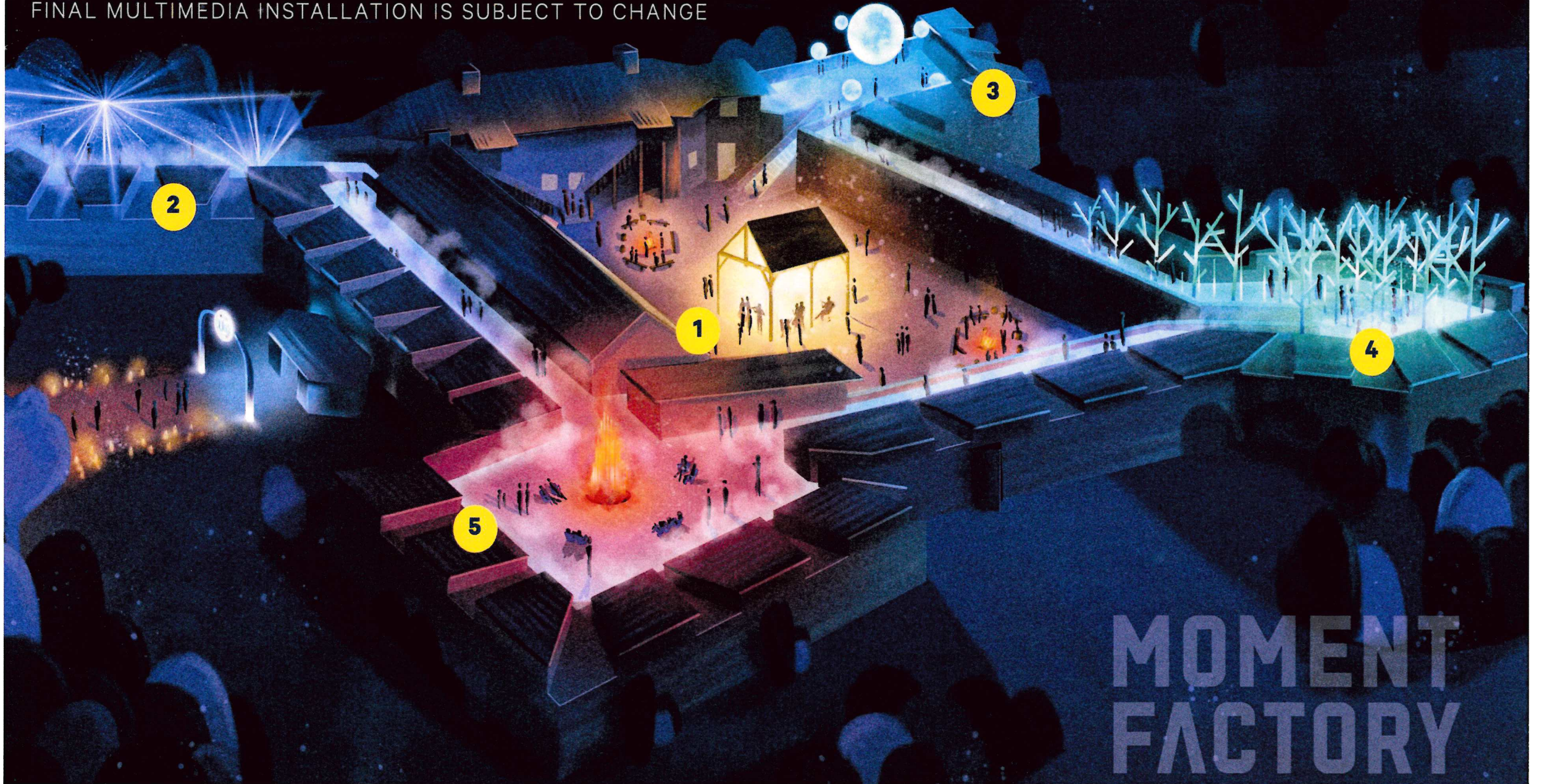
\*Total Cost of Buildout *and* Operation in  
Year 1- ~\$4.8m

6/20/2023

# LAKE GEORGE PRELIMINARY PROJECT TIMELINE



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



MOMENT  
FACTORY