

REQUEST FOR EXPRESSION OF INTEREST: THE AURORA ARMOURY

backed by experience.
built for aurora.

m&o + Zest

Zest Up Your Life

THE FUTURE OF THE AURORA ARMOURY STARTS HERE.

two industry leaders



Some things just work - fire and grills, great food and unforgettable experiences, Marigolds & Onions (M&O) and Zest Up Your Life (Zest).

We're proud to submit this proposal as a strategic partnership to operate and elevate the Aurora Armoury.

M&O brings the scale, structure, and event expertise. Zest brings the deep local roots. Both bring the culinary passion. Stronger together, we're more than a catering team - we're the perfect recipe for making the Armoury a premier destination for events, dining, and community engagement.

Let us tell you more about us and why our purpose-driven vision matters.



together as one all-star team

marigolds & onions

EXPERIENCE MEETS EXECUTION

For over 30 years, M&O has been at the forefront of premium catering in Toronto and beyond. Specializing in large-scale event catering (exclusive caterers for the RBC Canadian Open, National Bank Open, Princess Margaret Cancer Foundation Events, the Hockey Hall of Fame), corporate dining, and bespoke hospitality, M&O is renowned for its commitment to exceptional service, culinary excellence, and operational precision.

With deep experience managing everything from high-profile banquets to intimate private events, M&O brings the structure, systems, and service standards needed to ensure the Aurora Armoury runs seamlessly. Under the leadership of Peter Higley, a veteran in the banquet and hospitality industry, M&O combines culinary creativity with operational efficiency, making them the perfect partner for this initiative.

Full corporate details, ownership structure, and supporting documents, available on request.



WHY M&O?

- Decades of expertise in event catering & banquet/venue management
- Flawless service execution, no matter the size or occasion
- Strong vendor relationships for fresh, high-quality ingredients
- Leadership rooted in hospitality excellence

zest up your life

BORN IN AURORA, BUILT FROM PASSION

Zest Up Your Life is a community-driven catering company that specializes in customized, memorable dining experiences. Founded by Chef Michael Edgar and Kris Yeo in 2021, Zest is known for its creativity, adaptability, and dedication to local partnerships.

Having previously catered events at The Aurora Armoury, Zest understands the space, the clientele, and the opportunity to build something truly special. With a focus on handcrafted menus, locally sourced ingredients, and immersive event experiences, Zest brings a fresh, modern take on catering that perfectly aligns with the Town of Aurora's vision for the Armoury.

Full corporate details, ownership structure, and supporting documents, available on request.



the heart of local flavor

from kitchen to community



SPACE UTILIZATION & SERVICES

The Aurora Armoury is a fully equipped, state-of-the-art space waiting to be activated. With exclusive use of the commercial kitchen, M&O and Zest Up Your Life will transform it into a high-volume production hub, ensuring flawless event execution while keeping it accessible for community-driven programming.

EXCLUSIVE CATERING OPERATIONS

- High-volume commissary kitchen to support daily catering and event operations
- Centralized food prep hub for both in-house and external events
- Consistent quality control and high-standard kitchen management

DIVERSE EVENT OFFERINGS

- Weddings, corporate events, charity galas, and social gatherings
- Hybrid dining options - plated service, buffet-style, cocktail-style receptions
- Collaborative catering models featuring both in-house menus and curated local vendor partnerships

FLEXIBLE DINING CONCEPTS

- On-site café/pop-up dining experiences featuring rotating local restaurant partners
- Mobile dining options through a curated food truck collective
- Seasonal dining activations like summer BBQs, winter holiday markets, and “dinner under the stars” events

With scale, flexibility, and a hyper-local focus, we’re turning the Armoury into more than a kitchen - it’s a culinary landmark for Aurora.



built to run smoothly, designed to impress

OPERATIONAL & STAFFING PLAN

An exceptional venue requires an exceptional team. M&O and Zest will build a dedicated, professional hospitality team to ensure flawless execution at every event while keeping service standards consistent.

KEY LEADERSHIP ROLES

Sales Manager – Driving bookings, managing client relationships, and coordinating vendor partnerships

Hospitality Coordinator – Overseeing event logistics, ensuring front-of-house execution

Executive Chef – Maintaining the highest culinary standards while leading the kitchen team

FRONT-OF-HOUSE EXCELLENCE

Trained hospitality staff ensuring top-tier service across all events

M&O's expertise in managing high-volume service without sacrificing quality

Event specialists for corporate, social, and community-driven events

PERFECT EVENT EXECUTION

End-to-end event coordination from bookings to execution

Scalable staffing model, allowing for flexibility based on event size and scope

Vendor and partner integration for unique event experiences

This isn't just a catering operation - it's a turnkey hospitality solution, designed for efficiency, consistency, and excellence.



Local first strengthening aurora's culinary scene

COMMUNITY ENGAGEMENT & LOCAL PARTNERSHIPS

A thriving Armoury means a thriving community. By partnering with local businesses, we're not just creating a great dining experience - we're fueling Aurora's economy and elevating its food scene.

COMMUNITY PROGRAMMING

- Cooking Classes with Local Chefs & Experts - Culinary icons leading a hands-on cooking workshops
- Culinary Education for All Ages - From kids' summer camps to adult wine-and-dine workshops
- Public Engagement Events - Markets, "Meet the Chef" nights, and pop-up dining experiences

LOCAL VENDOR PARTNERSHIPS

- Featuring Aurora's best - Guidos Pizza, Joia, Shawarma Land, Bread by Lee, Goodman's Fine Foods
- Exclusive collaborations with York Region breweries like Muddy York Brewing and Red Thread Brewing
- A rotating food truck collective to bring diverse street food experiences to town events

A HUB FOR TOWN-LED INITIATIVES

- Providing catering & event support for Town of Aurora events, festivals, and civic gatherings
- Preferred partnerships with local organizations and nonprofits, ensuring accessibility and community impact

Through collaboration, creativity, and community-driven experiences, we're turning the Aurora Armoury into a place where people connect, businesses thrive, and food tells a story.



we create
craveable,
bold menus
for every
occasion

sample three-
course wedding
menu



passed canapés

ARGENTINIAN BEEF CROSTINI

Chimichurri Steak | Piquillo Pepper Marmalade | Ricotta Salata

TRIFOLATI MUSHROOM FLATBREAD

Braised Wild Mushrooms | White Truffle Oil | Mornay Sauce | Parmesan

three course plated

Starter

BURATTA

Beefsteak tomatoes, Thai and purple basil, shallot vinaigrette, and balsamic reduction.

Main - choice of

BAROLO BEEF SHORT RIB

Yukon whipped potato, heirloom carrots, jus.

BUTTER ROASTED FENNEL CHICKEN

Served with apple mostarda. Lemon risotto, French beans and shallots.

SICILIAN BLACK COD

Risina beans, black kale with French beans and shallots and lemon thyme orzo.

LENTIL & MUSHROOM ARANCINI

Lentil and mushroom arancini served with a piccante marinara and torched fontina cheese.

MINI CAPRESE TARTINE

Puff Pastry | Roma Tomato | Mozzarella | Basil Pesto | Balsamic Glaze

PIRI PIRI SHRIMP

Piri Piri Glazed | Skhug Sauce (Green Herb and Chili Puree)

TUNA TARTARE CONE

Ahi Tuna | Sesame and Soy Dressing | Wasabi Aioli

Dessert

TEXTURES OF CHOCOLATE

Chocolate mousse, ganache and cake, raspberry center. Espresso cookie crumble and chocolate bark.

late night eats

Taco Station

ADOBO GRILLED CHICKEN

BEEF BARBACOA

CHIPOTLE CAULIFLOWER

Toppings:

Lime | Pico de Gallo | Guacamole | Cojita Cheese | Sour Cream | Jalapeños | Red Cabbage Slaw | Onions | Cilantro

Sauces:

Lime Crema | Chipotle | Hot Sauce

not your average buffet

Whether it's a refined plated dinner or an epic buffet spread, Zest's menus impress. Here's a sample of a chef-driven buffet spread - the kind of food you dream about but never make at home. Dig in.

APPETIZERS

STRAWBERRY BRUSCHETTA

Pickled strawberries, fig goat cheese infusion, herb crostini, purple basil, green oil

FIRE HIT STEAK TARTARE

house pickles, certified Angus tenderloin, micro arugula, black salt, fried potato chip

CHICKEN N' "WAFFLES"

Popcorn chicken, ZEST pickles, mini pancake, dill crema, maple sriracha glaze

BLACK GRAPE CROSTINI

Balsamic roasted black grape, fried rosemary, black pepper ricotta, lemon balm, pistachio crumb

SALADS

FALL HARVEST

Toasted pecans, kale, pomegranate seeds, orange sediments, maple dijon vinaigrette, goat cheese, sliced acidic apples, basil EVOO

BEET SALAD

Caramelized peach, golden/red beets, roasted walnuts, arugula, smoked goat cheese, raspberry balsamic vinaigrette

PASTA

LINGUINI BOLOGNESE

Certified angus beef, fire roasted tomatoes

PENNE ALA VODKA

Double smoked bacon, rose sauce

BRAISED LENTIL RAGOUT

Seasonal succotash, fire roasted braised lentils, red veined sorrel

ENTREES

ORANGE TARRAGON SALMON

Fresh micros, butter based

PEACH MARSALA CHICKEN BREAST

Ontario peaches, marsala wine sauce, fresh herbs, pistachio crumb

GOCHUJANG BAKED EGGPLANT

Sous vide, charbroiled

DESSERTS

APPLE HABANERO CHEESECAKE

Spicy meets sweet, lemon bomb micro, fresh berries

VANILLA BERRY TART

Vanilla mascarpone, fresh berries, lemon balm



aurora's best food

EACH EVENT BRINGS SOMETHING NEW

Food trucks and local restaurants aren't just about convenience - they're about culture. They tell the story of a city through its flavors, its people, its passion. At M&O and Zest, we're turning the Aurora Armoury into the ultimate stage for Aurora's best.

Here's how it works: in addition to our in-house catering menus, every event gets a menu options from a local Aurora curated culinary lineup. A summer wedding? We go pick up wood-fired pizza from Joia or Guido's. A lively corporate gathering? Shawarma Land's famous wraps, local craft beer, and artisanal charcuterie. A weekend food festival? A rotating food truck collective serving up gourmet sandwiches, indulgent comfort food, and fresh, seasonal eats.

We are Aurora, served up with intention. Every event becomes a flavour-driven experience, supporting local businesses while giving guests something to remember. Big or small, casual or high-end, we find the best, book them, and bring them to the Armoury.

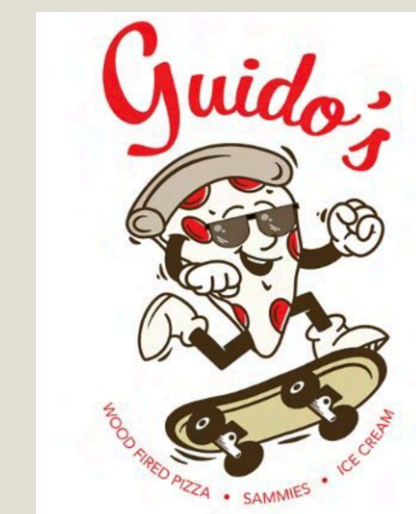
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Zest
Zest Up Your Life

SHAWARMA LAND



Joia
RISTORANTE
& WINE BAR



curated for each event's vibe

cooking, learning, & sharing a sample community class



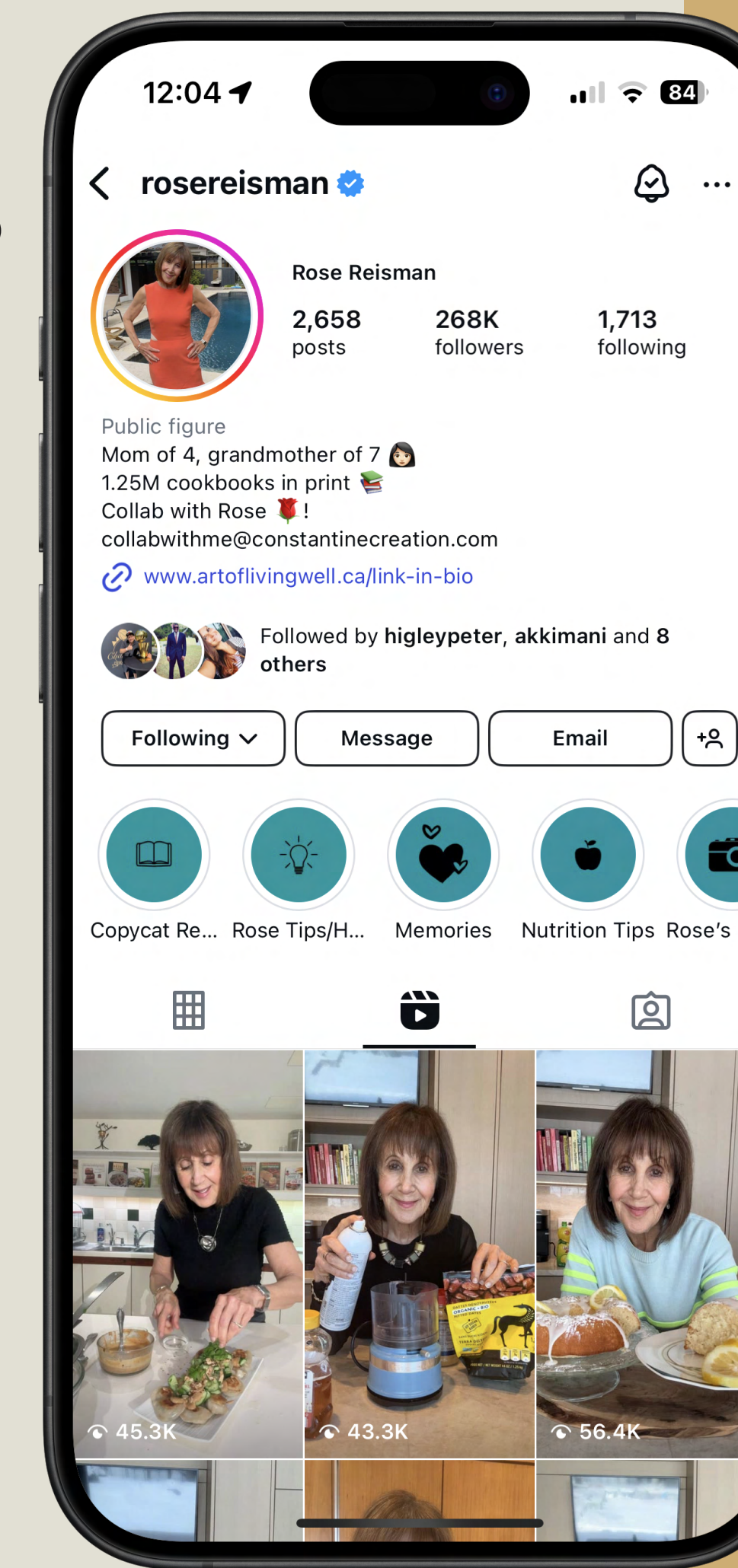
Picture this: The historic Aurora Armoury, its rustic charm glowing under warm ambient lighting, transformed into an intimate culinary theater. Guests gather, glasses in hand, drawn in by the aroma of fresh herbs and seared ingredients.

At the center of it all stands Rose Reisman - celebrated chef, nutritionist, internet personality, and author of over 20 cookbooks - ready to guide them through an unforgettable evening of hands-on cooking, storytelling, and connection.

This isn't just a cooking class. It's an experience. Guests roll up their sleeves, learning the secrets of crafting a vibrant, health-conscious meal using locally sourced ingredients. Along the way, Rose shares insights on flavour, nutrition, and the art of making food that fuels both body and soul. Laughter fills the space as guests chop, sear, and plate their creations, turning a simple meal into a shared memory.

And then, the moment of reward - a communal feast. Long tables set with candlelight, plates filled with the evening's carefully crafted dishes, conversation flowing effortlessly. It's not just about the food - it's about connection. People leave not only with new skills but with a deeper appreciation for the role food plays in bringing a community together.

This is an experience, a destination, a place where people gather to learn, laugh, and share. And this is just one example of the kind of magic we can create here.



a masterclass in cheese with afrim pristine

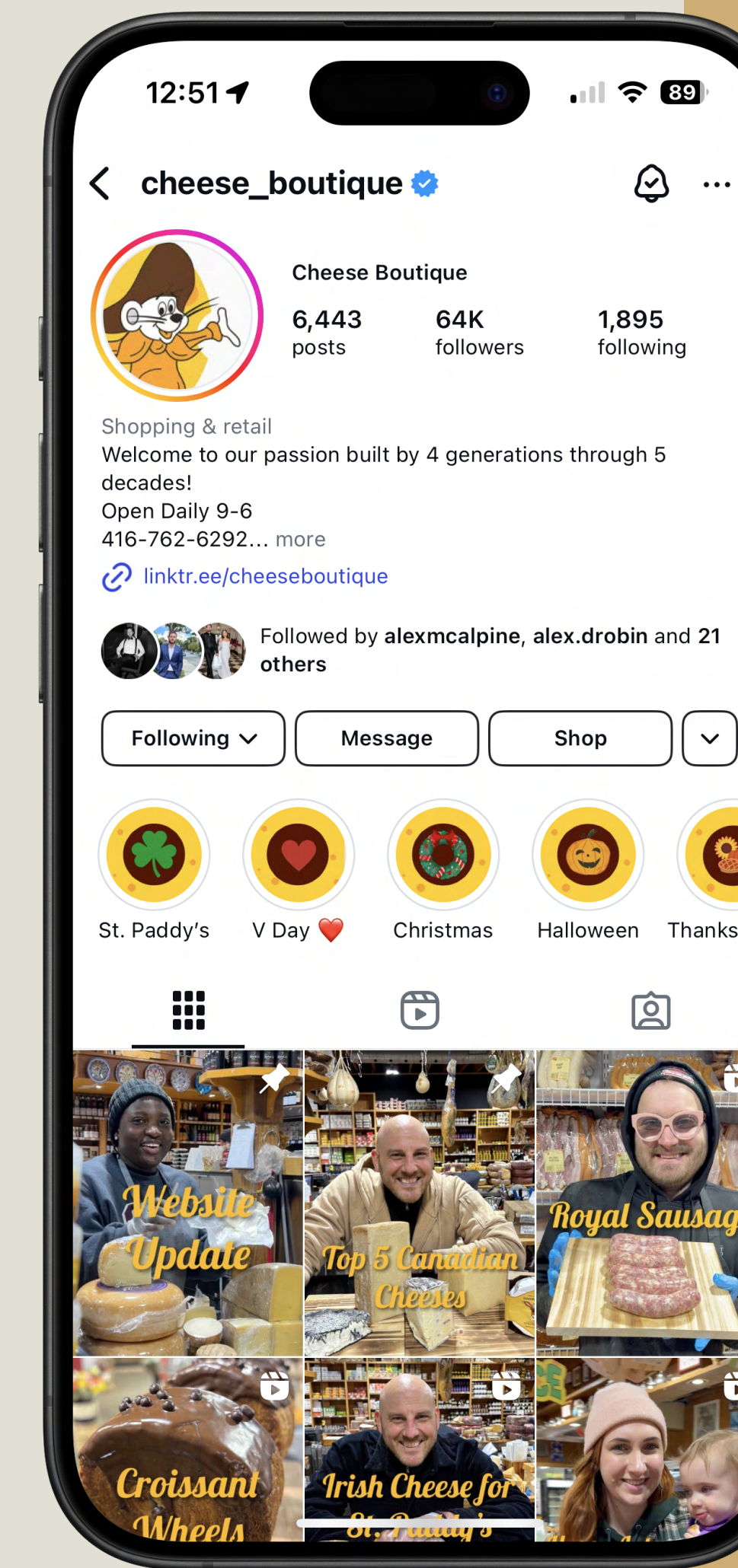


The historic Aurora Armoury will be filled with the aroma of world-class cheeses, guests gathered, wine in hand, for an unforgettable tasting experience led by Afrim Pristine - Canada's only Maître Fromager and co-owner of Ontario's legendary Cheese Boutique.

Afrim has spent nearly three decades mastering the craft, from his family's five-decade-old shop to hosting Food Network Canada's "Cheese: A Love Story." Recognized as one of the "Top 50 Most Influential People in Canadian Food" (Globe and Mail) and among the "Top 10 Most Influential in the Food Industry" (LCBO Food & Drink Magazine), Afrim's impact on culinary culture is unmatched.

Guests will explore the nuances of aging, textures, and perfect pairings before indulging in a curated selection of rare, exquisite cheeses, hand-picked by Afrim himself.

A night of flavor, storytelling, and community - only at the Aurora Armoury.



a space that serves more than just meals

M&O and Zest are building an engine for local impact.

Our vision aligns with the Town of Aurora's commitment to inclusivity, economic growth, and community engagement.

Through this partnership, we will:

FUEL THE LOCAL ECONOMY

By partnering with Aurora's top restaurants, bakeries, breweries, and food artisans, we ensure that every event at the Armoury drives business back into the community.

CREATE JOBS & OPPORTUNITIES

From kitchen staff to front-of-house service, our operation generates employment while fostering career development in hospitality.

MAKE GOOD FOOD MORE ACCESSIBLE

Our Zest on Wheels initiative provides pre-made, high-quality family meals - offering convenience, affordability, and nourishment for Aurora residents.



SUPPORT COMMUNITY INITIATIVES

We'll provide catering for signature events like 100 Women That Care, 100 Men That Give a Damn, and Chamber of Commerce gatherings, reinforcing the Armoury as a hub for civic engagement.

FUELING AURORA'S SPORTS TEAMS

From AAA youth hockey to Junior A competition, local sports are the heart of Aurora. We'll partner with teams like the York Simcoe Express and the Aurora Tigers to host fundraisers, year-end banquets, and team meals at reduced costs - giving back to the athletes who bring so much pride to the community. Whether it's a poker night fundraiser or a championship celebration, we'll make the Armoury a home for Aurora's teams - on and off the ice.

OFFER INCLUSIVE PROGRAMMING

Through cooking classes, food festivals, and community dinners, we'll make the Armoury a welcoming space for all - whether it's a "pay-what-you-can" meal night or a youth culinary education program that inspires the next generation of chefs.

This is about more than running a business - it's creating a vibrant, community-first space that strengthens Aurora from the inside out. A thriving Armoury means a thriving Aurora, and we're here to make that happen.



Branch 385
Aurora



our team

Behind every unforgettable dining experience is a team of experts who make it happen. At M&O and Zest, we've assembled an all-star lineup of industry leaders, culinary visionaries, and operational powerhouses ready to bring the Armoury's food and beverage program to life.





From busboy to president, Peter Higley built The Pickle Barrel from two to twelve locations, launching Pickle Barrel Catering and Rose Reisman Catering before successfully selling to Recipe Unlimited in 2018.

Now leading M&O, Peter brings the same hands-on leadership, ensuring every event runs seamlessly. A longtime Aurora resident, he has also operated Pickle Barrel banquet halls in Markham and North York, giving him deep expertise in event execution at scale. Excellence, precision, and a personal touch - that's Peter's signature.

peter higley

M&O, PRESIDENT



Born and raised in Mumbai, India, Ashtad's love for cooking was inspired by his grandmother's classic recipes. He honed his craft at the Italian Culinary Institute for Foreigners in Piedmont, gaining experience in luxury hotels before joining M&O in 2010 as a Sous Chef.

Under the mentorship of Chef Robert Christie, Ash quickly mastered the fast-paced catering world, earning a promotion to Executive Chef within a year. Known for his creativity, energy, and fearless approach in the kitchen, he brings both flair and precision to every dish.

Outside the kitchen, Chef Ash is just as adventurous - whether it's skydiving, roller coasters, or playing percussion, he brings the same passion and excitement to everything he does.

ash dadachanji

M&O, EXECUTIVE CHEF



Calvin Higley has over 17 years of hospitality experience, becoming a Pickle Barrel General Manager at just 22. He managed the Markville Banquet Hall, overseeing weddings and large-scale events, and later ran Pickle Barrel's flagship Yorkdale location, driving over \$6 million in annual sales.

Since joining M&O in 2022, Calvin has led as Director of Operations, managing logistics, vendor partnerships, and large-scale event execution. From site planning to on-the-ground coordination, he ensures every detail is executed with precision - keeping events running smoothly, teams in sync, and delivering hospitality.

calvin higley

M&O, DIRECTOR OF OPERATIONS



With 17+ years in the restaurant and catering industry, Ana has done it all—back of house, front of house, and everything in between. A natural leader, she's spent the last 10 years in management, turning ideas into flawless events.

As Director of Sales and Events at M&O, Ana runs the show, overseeing everything from daily corporate orders to large-scale productions. She's the go-to for suite menus, on-site events, and every detail of hospitality and execution. Need a vision brought to life? Ana makes it happen.

ana mendoza

M&O, DIRECTOR OF SALES & EVENTS



Born and raised in Aurora, Michael's passion for food runs deep in the community. A Liaison College-trained chef, he's worked alongside some of the top culinary talents in the GTA, leading kitchens, crafting menus, and mentoring the next generation of chefs.

Michael has hosted events at the Aurora Armoury, making him no stranger to the space, the people, and the potential to turn it into a true culinary destination. With deep-rooted relationships in the local food scene, he knows how to bring together the best ingredients, vendors, and talent to create something special.

Beyond the kitchen, he's a proud father to Aiden and Sterling, who remind him that food is about more than taste - it's about connection, community, and shared moments that last.

michael edgar

ZEST, OWNER & CHEF



Chef Trevor has been with Zest Catering since its inception, meeting Michael in 2019 while working at Brick N' Fire in Bradford, Ontario. Born and raised in Tottenham, he never envisioned becoming a chef until running Zest's catering operations. Known for his sharp attention to detail and impeccable timing, he expertly adapts to any setting, from stadiums to tight spaces. Self-taught through experience and hard work, Trevor now leads Zest Catering as executive chef, balancing discipline with warmth to deliver exceptional events.

trevor henry

ZEST, EXECUTIVE CHEF



Kristina Yeo (Edgar) grew up just three houses from Chef Michael, though their paths didn't cross until 28 years later when they co-founded Zest Up Your Life Catering. An international model and brand influencer, Kristina played a key role in launching Zest, pushing Michael to expand into meal prep and the Model VS Chef series. She manages back-of-house operations, ensuring chefs, servers, and clients are perfectly coordinated for each event. For Kristina, it's not just about the food - it's about crafting a flawless experience. Beyond Zest, she balances business, raising two stepsons, and running her own podcast and online brand.

kris yeo

ZEST, OWNER & DIRECTOR OF OPERATIONS



Wayne makes the numbers work so the events can shine.

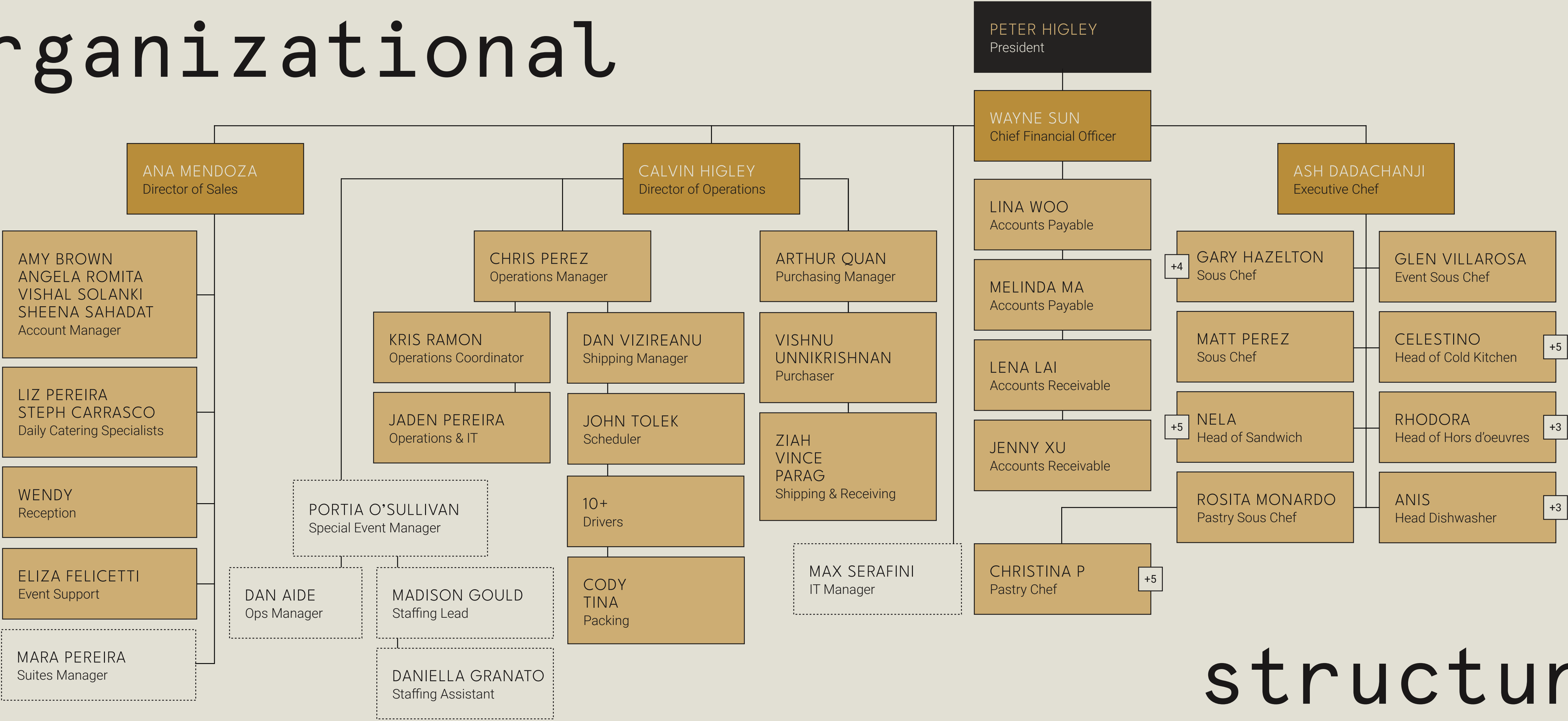
A Chartered Professional Accountant with 20+ years of experience, Wayne has been keeping M&O's finances sharp since 2009. As Controller, he keeps the books balanced, the budgets smart, and the cash flow steady - handling everything from taxes to auditor coordination to financial strategy.

For the Aurora Armoury, Wayne will ensure every dollar is accounted for, from budget planning to revenue tracking. He makes sure the numbers add up so the focus stays where it should - on great food, great events, and great experiences.

wayne sun

M&O, CONTROLLER

organizational



structure

financial model

predictable income for aurora + scalable growth

We are offering a game-changing revenue model to the Town of Aurora - one that ensures stability, drives growth, and puts the town first.

Here's how it works:

12.5% GROSS RENT ON SALES

Aurora earns a fixed percentage of all Armoury venue revenue.

OFF-SITE CATERING 12.5% REVENUE SHARE

Zest Up Your Life will use the Armoury kitchen for its off-site catering, forecasted at \$750,000 per year, adding \$93,750 in additional revenue to the town.

\$40,000 ANNUAL BONUS CATERING CREDIT

An in-kind contribution from Zest, giving the town flexibility for office catering, community events, gifting, and/or banquets.

LONG-TERM GROWTH COMMITMENT

After year one, the town will receive a minimum guaranteed base rent while still sharing in sales growth above that threshold.

Together, this model ensures that as the Armoury succeeds, so does Aurora.



p&l

forecast
ARMOURY EVENTS

PROFIT AND LOSS FORECAST OF THE AURORA ARMOURY								
REVENUE	\$1,000,000		\$1,500,000		\$2,000,000		\$3,000,000	
		%		%		%		%
Venue Rental Sales	\$200,000	20.00%	\$300,000	20.00%	\$400,000	20.00%	\$600,000	20.00%
Food Sales	\$400,000	40.00%	\$600,000	40.00%	\$800,000	40.00%	\$1,200,000	40.00%
Alcohol Sales	\$150,000	15.00%	\$225,000	15.00%	\$300,000	15.00%	\$450,000	15.00%
Labour Sales	\$150,000	15.00%	\$225,000	15.00%	\$300,000	15.00%	\$450,000	15.00%
Rental Sales	\$100,000	10.00%	\$150,000	10.00%	\$200,000	10.00%	\$300,000	10.00%
Total Sales	\$1,000,000	100.0%	\$1,500,000	100.0%	\$2,000,000	100.0%	\$3,000,000	100.0%
Rental Cost	\$80,000	8.0%	\$120,000	8.0%	\$160,000	8.0%	\$240,000	8.0%
Food / Beverage Costs	\$400,000	40.0%	\$600,000	40.0%	\$800,000	40.0%	\$1,200,000	40.0%
Alcohol Costs	\$45,000	4.5%	\$67,500	6.8%	\$90,000	4.5%	\$135,000	4.5%
Paper Goods / Bar Supplies / Packaging	\$30,000	3.0%	\$45,000	3.0%	\$60,000	3.0%	\$90,000	3.0%
Total COGS	\$555,000	55.50%	\$832,500	55.50%	\$1,110,000	55.50%	\$1,665,000	55.50%
Gross Margin before Labour	\$445,000	44.5%	\$667,500	44.5%	\$890,000	44.5%	\$1,335,000	44.5%

Event Labour								
Event Chef Labour	\$36,000	3.60%	\$54,000	3.60%	\$72,000	3.60%	\$108,000	3.60%
Event FOH Labour	\$84,000	8.40%	\$126,000	8.40%	\$168,000	8.40%	\$252,000	8.40%
Sales Salary Venue	\$70,000	7.00%	\$70,000	4.67%	\$70,000	3.50%	\$70,000	2.33%
Sales Commission Venue	\$20,000	2.00%	\$30,000	2.00%	\$40,000	2.00%	\$60,000	2.00%
Total Event Labour	\$210,000	21.0%	\$280,000	18.7%	\$350,000	17.5%	\$490,000	16.3%
Gross Margin	\$235,000	23.5%	\$387,500	25.8%	\$540,000	27.0%	\$845,000	28.2%

p&l

OPERATING EXPENSES								
	\$	%	\$	%	\$	%	\$	%
Marketing	\$25,000	2.5%	\$37,500	2.5%	\$50,000	2.5%	\$75,000	2.5%
Waste Pickups		0.0%		0.0%		0.0%		0.0%
Smallwares	\$10,000	1.0%	\$15,000	1.0%	\$20,000	1.0%	\$30,000	1.0%
Chemicals	\$5,000	0.5%	\$7,500	0.5%	\$10,000	0.5%	\$15,000	0.5%
Maintenance	\$20,000	2.0%	\$25,000	1.7%	\$30,000	1.5%	\$35,000	1.2%
Total Direct Operating Expenses	\$60,000	6.0%	\$85,000	5.7%	\$110,000	5.5%	\$155,000	5.2%

OVERHEAD COSTS								
	\$	%	\$	%	\$	%	\$	%
Office Supplies/Misc	\$7,500	0.8%	\$10,000	0.7%	\$12,500	0.6%	\$15,000	0.5%
Overhead		0.0%		0.0%		0.0%		0.0%
Commission on Venue Partnership Sales	\$125,000	12.5%	\$187,500	12.5%	\$250,000	12.5%	\$375,000	12.5%
Total Costs	\$132,500	13.3%	\$197,500	13.2%	\$262,500	13.1%	\$390,000	13.0%
Total Opex	\$192,500	19.3%	\$282,500	18.8%	\$372,500	18.6%	\$545,000	18.2%
Net Income of Partnership	\$42,500	4.3%	\$105,000	7.0%	\$167,500	8.4%	\$300,000	10.0%

forecast

ARMOURY EVENTS

more events, more revenue for aurora

This isn't just a one-time win - this is a long-term strategy that grows alongside the venue's success.

With just **50 events a year**, the town would be forecasted to receive ~ **\$258,750**
At full scale - **150 events per year** - Aurora's revenue jumps to ~ **\$508,750** annually

Projected Annual Revenue to the Town of Aurora:

~50 EVENTS
\$258,750 (25.88% of venue sales)

~75 EVENTS
\$321,250 (21.42% of venue sales)

~100 EVENTS
\$343,750 (17.19% of venue sales)

~150 EVENTS
\$508,750 (16.96% of venue sales)

PROFIT AND LOSS OF THE AURORA ARMOURY								
REVENUE	\$1,000,000		\$1,500,000		\$2,000,000		\$3,000,000	
Zest Up Your Life Annual Daily Catering Sales	\$750,000		\$750,000		\$750,000		\$750,000	
Commission on Zest Non Partnership Catering Sales	\$93,750		\$93,750		\$93,750		\$93,750	
Zest offer of in kind Catering to The Town of Aurora	\$40,000		\$40,000		\$40,000		\$40,000	
Armoury Event Commission	\$125,000		\$187,500		\$250,000		\$375,000	
Total Profit for City	\$258,750	25.88%	\$321,250	21.42%	\$343,750	17.19%	\$508,750	16.96%

And this is just the beginning. As awareness of the venue grows, so does its revenue potential - driving sustainable income for the town, year after year.

Low risk high reward

Aurora has already invested in a premier venue - now it needs a partner that can make the most of it.

This partnership ensures:

1. CONSISTENT, PREDICTABLE REVENUE FOR THE TOWN
2. NO FINANCIAL RISK - AURORA SHARES IN THE UPSIDE, WITHOUT THE DOWNSIDE
3. A THRIVING VENUE THAT SUPPORTS LOCAL BUSINESS AND COMMUNITY EVENTS
4. A STRUCTURED RENT MODEL THAT BENEFITS THE CITY FIRST

With M&O and Zest, the Aurora Armoury won't just be a venue - it'll be a profitable, community-driven success story.

An idea 💡 : while not crucial, we would like to explore the option of selling Victoria Hall as a ceremonial space for events as well. This additional space offering would help boost bookings. If this is a fit for the city, 12.5% revenue share would apply to this venue as well.



a partnership that pays off

regulatory readiness & compliance

M&O and Zest Up Your Life are committed to full regulatory compliance and will ensure that all necessary permits, licenses, and insurance requirements are met prior to commencing operations at the Aurora Armoury. Our team has extensive experience working within municipal, provincial, and health & safety regulations, ensuring seamless adherence to industry standards.

As a registered historic site, we understand that the Armoury requires thoughtful stewardship. Any proposed enhancements to the space will respect its architectural integrity while optimizing functionality for events and catering operations. We welcome the opportunity to conduct a site visit and collaborate with the Town of Aurora to ensure alignment with preservation guidelines.

Our priority is to operate safely, responsibly, and in full compliance with all regulatory frameworks - allowing us to focus on what we do best: delivering exceptional food and hospitality experiences to the Aurora community.

aurora comes first



We see this as a true partnership with the Town of Aurora. The Armoury is a community space first, and that means Aurora takes priority.

When it comes to scheduling events and programming, the Town of Aurora will always have first choice. Whether it's annual celebrations, civic events, or new community initiatives, we're committed to ensuring the Armoury is available when the town needs it most.

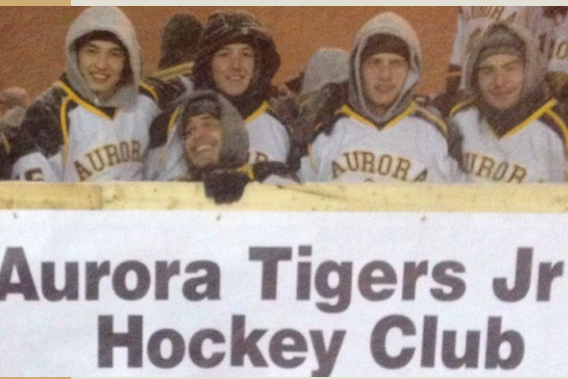
But our role goes beyond just running events - we're here to collaborate, support, and enhance what Aurora is already building.

That means:

- ✓ First pick on key event dates for town-led programming
- ✓ Partnering on community-driven initiatives and festivals
- ✓ Exploring new ways to support and strengthen local engagement

We're committed to making the Armoury a thriving, accessible space for the community, while also ensuring its long-term success. Aurora leads the way, and we're here to help bring that vision to life.

so much more than catering

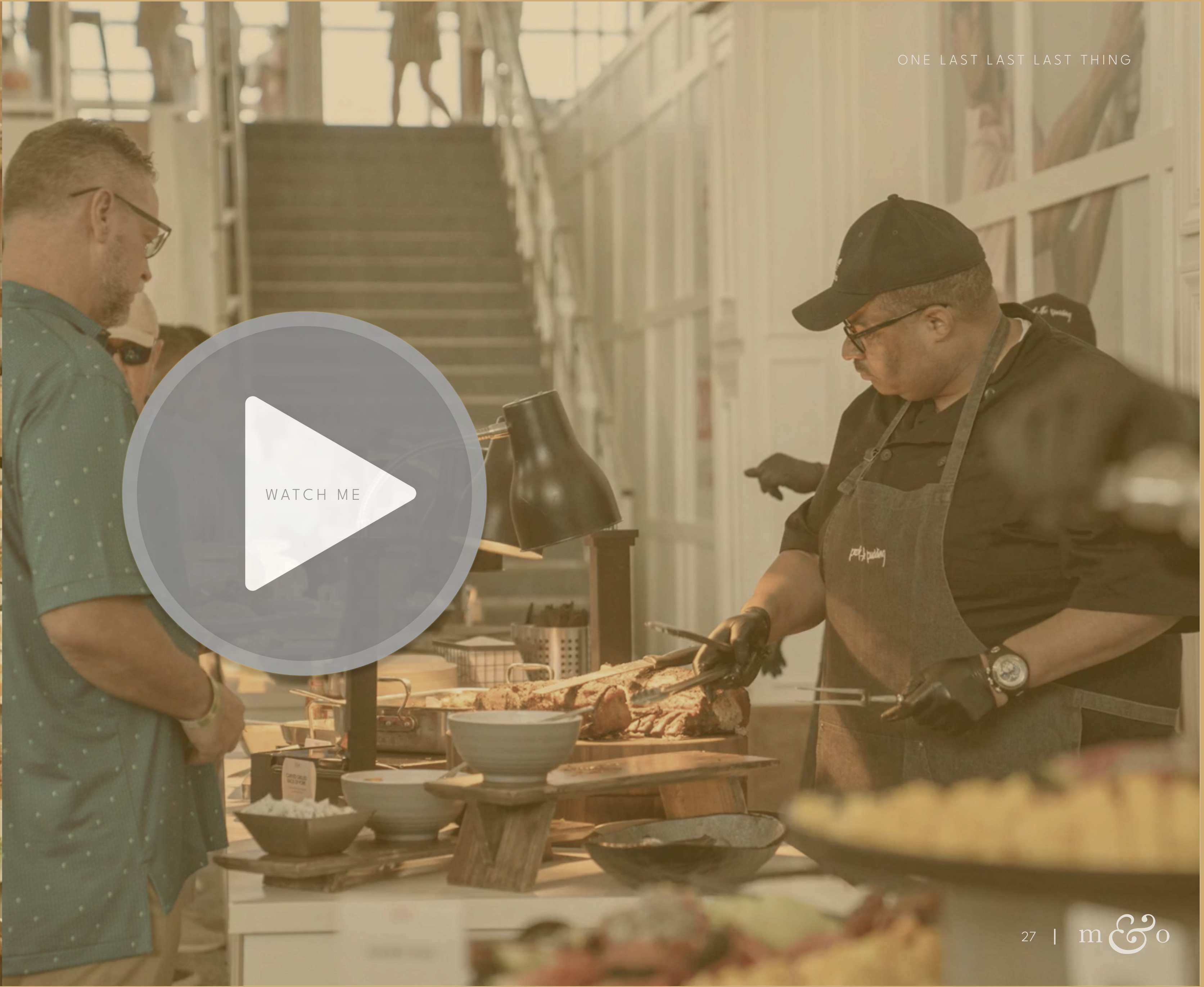


This is **beyond business, it's personal**. Calvin, Ana, Peter, Michael, and Kris all call Aurora home. We grew up here, we know the local restaurants, we support local businesses, and we care deeply about making this a success - not just as operators, but as neighbours, friends, and community builders.

We are a world-class execution. With a track record of selling and managing venues like Henderson Brewing Co. and the Hockey Hall of Fame, our team has built, scaled, and successfully exited a \$30M+ hospitality brand. We bring elite sales strategies, financial oversight, and a team of seasoned professionals to ensure flawless operations from day one.

Together, this is more than a catering partnership - it's a full-service, powerhouse team that brings the best of big-league expertise and small-town hyper local heart. Every detail is managed, every resource is in place, and Aurora never has to worry about a thing. It's the right fit - for the Armoury, for the Town of Aurora, and for the people who will gather here for years to come.

Thank you for taking the time to consider us. We couldn't be more excited to explore this further with you.



ONE LAST LAST LAST THING

WATCH ME

thank you

m & o + Zest
Zest Up Your Life