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(Left to right) Tasker Goodchild, District Manager, Tom Goodchild, President and Len McCullough, Director of Operations.

Building a Restaurant Empire

Sawmill sets sights on franchising

It's Prime Time for Prime Rib

(EST. 1976)

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Contact: Len McCullough, Director of Operations
2nd Floor, 4810 Calgary Trail South, Edmonton, AB T6H 5H5
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(EST. 1976)

SAWMILL

Prime Rib & Steak House



BUILDING A RESTAURANT EMPIRE

SAWMILL SETS SIGHTS ON FRANCHISING

Hard work doesn't necessarily pay off for everyone, but for Tom Goodchild, President of a growing western-based restaurant empire, the old adage has proven more than accurate. Having started his restaurant career as a busboy at Edmonton's King Edward Hotel at the tender age of 14 to help out his immigrant parents and siblings, Goodchild spent the next few years never dabbling too far from the restaurant business. A short stint in real estate gave him the financial

backing he required to launch the original Sawmill Prime Rib & Steak House on the city's Gateway Boulevard. The year was 1976. And the rest, as they say, is history.

Rare but True

Although Goodchild's restaurant ventures over the years have been many and varied, today they account for a sizable – and growing – empire. The restaurant operation includes the original Sawmill Prime Rib & Steak House, which has expanded

five times over the years to 12,000 square feet, with seating for 220 people and room in the lounge for another 150. Also under the umbrella is the renowned Tom Goodchild's Moose Factory. Expanded in the year 2000 from the original 8,000 square feet to 20,000, this operation also houses the corporate and administration offices. The facility offers seating for 700 guests, and includes three private dining rooms, a banquet room, an elaborate boardroom and spectacular outdoor patio.



“Tom Goodchild’s Moose Factory is one of Edmonton’s flagship restaurants,” explains Len McCullough, Director of Operations. “It’s a powerful entity because of its sheer size. Tom envisioned something glamorous and unique in a restaurant and wanted to develop a concept that was classified as more elegant. Tom Goodchild’s Moose Factory is a diner’s favourite and easily appeals to both a business and special occasion/casual diner marketplace.”

As the Sawmill Restaurant Group business evolved, so did the needs of their valued clientele. Responding to these needs and the population growth of the city and surrounding areas, the 20,000 square foot Sawmill Banquet & Catering Centre facility additionally came into the fold in 2000.



(Left to right) Tasker Goodchild, Tom Goodchild, and Len McCullough.

“Due to an overwhelming demand and as we had begun catering on our own, we felt a terrific opportunity in the marketplace to take our product and deliver it in a larger catering environment,” says President Tom Goodchild. “The Sawmill Banquet and Catering Centre facility can accommodate over 600 guests for inter-

nal catering events, through which we also created a niche for off-site catering, accommodating catering services for any occasion, size and under any conditions with a qualified vehicle.”

The catering operation has serviced an array of corporate and special events including a long list of influential clients over the years, including the The Brick Empire, The Edmonton Eskimos Football Club, and Champ Car’s Grand Prix of Edmonton.



“The Sawmill Banquet and Catering Centre division has done a multitude of on-site catering events from 10 to over 4000+ guests at a time,” says Goodchild, adding that such events as Champ Car’s Grand Prix of Edmonton involved on-site catering for over 4000 corporate, chalet and significant event sponsor clientele.

À la Carte Options

In 2004, Goodchild and his team made a decision to take the company one step

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further and to embark upon an exciting franchise growth path.

The team McCullough refers to is himself, a twenty-four year company member, along with Tom Goodchild and Tasker Goodchild. Tom's son Tasker, another long-term fourteen-year employee of the company, holds a Business degree. Len McCullough and Tom Goodchild both hold Hotel Administration degrees.

"We had a tremendous amount of knowledge at that point," says Director of Operations McCullough. "Together as a team, we had over five decades of broad experience within the industry and a genuine passion for heightened hospitality. All of us are industry professionals," says McCullough. "We're a very hands-on and genuine group of people committed to our guests, employees and operations."

The Sawmill's newest franchise operation opened its doors in the fall of 2008 in Edmonton.



Goodchild and his team soon franchised two of the existing restaurant locations, one located in Edmonton's West End district and the other in the downtown core. The team then researched and employed some qualified external expertise in the form of Douglas Fisher of Fisher Hospitality Group International (FHG) to assist in creating a detailed franchise package for new restaurants.

"As a franchisor, you have an obligation to provide a complete operating program," says McCullough. "You maintain responsibility for the menu design and implementation, the POS (point of sale) system, complete operating standards and procedures, and absolutely everything else. Selling a new franchise is completely different from selling an existing operation as you start from a minimal foundation." In fact, the Sawmill Restaurant Group has invested a tremendous amount of time and work in building a phenomenal comprehensive and detailed franchise package.

"You have accumulated all of this experience and information over a 33-year time period and a lot of it is in people's heads," explains McCullough. "Many would have no concept of the magnitude of the work required to go down the franchise trail. You have to not only transcribe the philosophies, but you need to detail full-blown recipes, how the service and training standards are offered, and the dress code of both front and back of house team members themselves. Getting 33 years of information on paper does not happen overnight, however it has proven to be extremely challenging which in turn has been truly rewarding."

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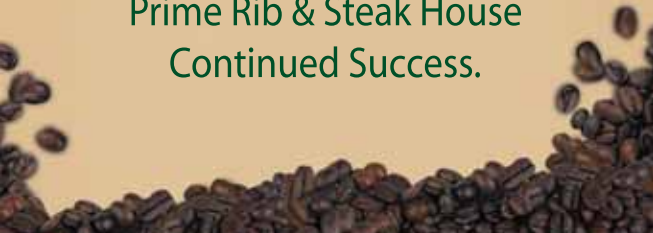


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The original Sawmill Prime Rib & Steak House is currently 12,000 sq. ft.

An Attractive Package

Today, the Sawmill Prime Rib & Steak House restaurants are widely recognized for their relaxed and elegant ambience exuded through rich tapestries, warm wood finishes and etched glass. The service style is formal yet informative and friendly. The demographic is 25-65 years of age whereby the majority of the restaurants' client base resides in a three to five-person household, and nearly 75 per cent enjoy a disposable income that supports a comfortable lifestyle with fine dining, entertainment and annual vacations.

The business is based on a high volume of personal dining experiences which includes a significant base of business and

residential clients. The menu consists of the restaurant's signature "AAA" Alberta beef, aged a minimum of 28 days, specializing in slow roasted prime rib of beef, charbroiled steaks, chicken, pork and lamb. Lunch includes lighter fare, as well as the restaurant's famous Shrimp, Salad & Oyster Bar. The popular Sunday brunch consists of exclusive buffets that include a broad selection of dishes, including carved roast beef, fresh fish, pasta, eggs benedict, personalized omelette stations, a delectable Callebaut chocolate fountain and more.

Part and parcel of the franchise package is the Sawmill Restaurant Group's opening assistance program, where the company's franchise team offers assistance throughout the development and construction phases. The team is also on-site prior to openings to help finalize pre-opening preparations and to conduct training sessions. The franchise team also advises on startup stock orders for the kitchen and bar. Additionally, each franchisee will receive a detailed four-week training program with classroom instruction and hands-on experience in the company's corporate operations. Ongoing support through industry-related seminars, tours and trade shows is also provided.

The approximate cost of a Sawmill Franchise is \$50,000, which they feel is extremely reasonable and fair based on their personal commitment to success

and historical volume of business activities. As a member of the Canadian Franchise Association (CFA), The Sawmill Restaurant Group is committed to the ethical development, enhancement and growth of all their corporate and franchised operations.

A Winning Combination

On September 18th, 2008, the Sawmill Restaurant Group opened its newest franchise operation in the southwest corridor of Edmonton. Business has been incredibly positive and beyond all predictions.

"We are very proud of our newest location which is very modern with elegant upscale features, which we feel will be an attractive prototype in moving forward into the future," says Tasker Goodchild. "The company is currently in negotiations with a couple of other very promising new franchisees, which is positioning the franchised development of the organization nicely. Our growth has been extremely calculated," comments Goodchild. "Locating property, erecting buildings, discovering investors are a one time exercise. We take our franchisee selection process very seriously to ensure an extremely suitable and strong fit for our organization, as operating these businesses is the challenging and never ending portion."

According to McCullough, the success of this renowned 33-year operation can be attributed to dedication, experience,



There are currently four locations of the Sawmill, plus the Tom Goodchild's Moose Factory.

passion and strategic development. Developing any business too quickly can prove detrimental to the business. "We prefer to take our time and properly ensure the overall success of our operations and franchisee's for the long term," he concludes.

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