



Chick-fil-A, Inc. | 5200 Buffington Road Atlanta, Georgia 30349-2998 | chick-fil-a.com | 404.765.8000

Project Narrative

Introduction & Existing Conditions

Chick-fil-A (CFA) is proposing to redevelop a 1.977-acre parcel located at 7609 Excelsior Road in the City of Baxter. CFA is proposing to raze the existing building and redevelop the site with a new single story 4,375 square foot free-standing restaurant, dual drive-thru facility with free-standing canopies for the CFA, 105-stall parking lot, and associated utilities. The property is currently zoned C2 (Regional Commercial District) which allows restaurants with drive-thru facilities via Conditional Use Permit. Although operating hours have not yet been defined, many CFA restaurants are generally open Monday thru Saturday, between 6:00 AM to 10:30 PM, closed on Sundays. We are anticipating that a total of 30 employees will be at the restaurant during the largest shift. Construction is anticipated to start Spring 2026 and open in Fall 2026.

The subject Chick-fil-A (CFA) lease parcel is located within the Lot 1, Block 1 of the Kohls Addition in the City of Baxter. The site is currently developed with an approximate 21,712 square foot commercial building and associated parking lot. The adjacent roadways include MN Highway 371 on the west side and Excelsior Road on the north side. There is an existing sidewalk along the east side of the access drive on the east side of the site and a bike path along the west side. There are two businesses adjacent to the CFA site, Fleet Farm to the north and Kohl's to the south.

Project Summary

As stated previously, a Conditional Use Permit will be required for the proposed CFA restaurant with drive-thru. The subject property lies within an existing commercial zoning district which allows restaurant uses. Per the Comprehensive Plan, the property's future land use category is Commercial. Chick-fil-A believes that the proposed development is consistent with the spirit and intent of the Comprehensive Plan. The proposed development will provide convenient pedestrian access from Excelsior Road with a sidewalk connection that leads patrons to the building's main entrance. A pedestrian-oriented space will be provided on the south side of the building with the proposed outdoor patio with a decorative fence and concrete sidewalks. Landscaping is proposed to complement the space and improve the aesthetic.

The site has been configured in a way to create a separation between drive-thru and dine-in traffic for the CFA restaurant. Doing so promotes safe and efficient traffic flow throughout the site. The CFA drive-thru lane has been designed to accommodate a sufficient queue of cars which will help prevent backups onto adjacent access drives and roadways. The proposed CFA development will not cause any excess noise, odors, dust, air pollution, waste, or any other nuisance characteristics that would adversely affect neighboring properties and the surrounding area. CFA believes that the proposed development will be a great addition to the surrounding area and the community as a whole.



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Lot Layout/Configuration

The CFA building is proposed to be located on the east side of the site, with the storefront facing the parking lot to the west. Providing ample vision will be key to the success of the CFA restaurant as it will attract potential new customers that are traveling along the major arterial roadway. Positioning the building in the given layout allows CFA to best utilize the site with the drive-thru lane starting on the south side of the building, then running along the east property line and ending on the north side of the building. The proposed patio will feature 3 tables for a total of 12 outdoor seats.

Parking will be located west of the proposed building. Per the City Code, the “restaurant with drive through” use will require a minimum of 37 spaces. The total parking being provided is 105 spaces. The existing parking lot will remain as-is for the most part. The CFA building and drive-thru has been configured within the existing site to maximize circulation and minimize backups given the drive-thru facility. Access to the parking lot will be provided via a one-way entrance from Excelsior Road at the west side and a two-way entrance from Excelsior Road on the east side. A dual bin trash enclosure for CFA has been situated at the east side of the site and north of the building.

A sufficiently long CFA partial dual-lane drive-thru is proposed to start on the south side of the building, curling around to the east side of building, and ending on the north side of the CFA building. The drive-thru lane has been positioned in a way to promote circulation on the exterior of the site in order to prevent backups within the parking lot. CFA is proposing to install two free-standing canopies over the drive-thru lane: An order point canopy to be located east of the CFA building; and a smaller order meal delivery canopy to be located on the north side of the CFA building, over the pick-up window.

CFA’s drive-thru operation consists of two lanes of customer ordering and one lane of meal fulfillment with a bypass lane. Additionally, Chick-fil-A has a philosophy of encouraging a team member forward drive-thru operation to provide a personal guest experience and increase overall efficiency. CFA has achieved this through incorporating the ability for team members to take meal orders & payment face-to-face prior to guests arriving at the meal fulfillment area and through team members executing outdoor meal delivery in the meal fulfillment area. Enhancements have also been made at the pick-up window through implementation of a drive thru door. The enhancement constitutes replacing the typical window with a multi-function door, that also can function as a window. The purpose of the drive thru door is to allow team members to stage more meals and beverages indoors while they are delivering meals outside, directly to vehicle windows. The door allows easier access to the meals without passing them through a small window. This change helps to create an efficient drive-thru operation and improve the overall guest experience. During non-peak times or periods of inclement weather, the door can be closed and will function as a standard pickup window. Innovative features such as these are what have earned Chick-fil-A best drive-thru in America for ten consecutive years as determined by a nationally recognized quick service authority. Out of all the quick service restaurants surveyed, Chick-fil-A scored the highest in order accuracy, friendliness of the order takers, and speed of service.



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Deliveries to the site will occur both after operating hours via key drops and during non-peak hours of operating days. The semi-truck deliveries will be made overnight and would occur 1-2 times a week with the smaller box truck type deliveries occur daily.

The Chick-fil-A site will be attractively landscaped to provide year-round interest and to meet the intent of the City Code.

Signage

CFA's signage will be paramount and has been designed to notify potential customers that are approaching the site from multiple directions. In an effort to assist them in locating the restaurant, signage is proposed on all four elevations: north, south, east, & west. Additionally, CFA is proposing the installation of a shared pylon sign at the west side of the property. This sign will be crucial for notifying potential customers traveling on Highway 210/Highway 371. Appropriate signage will be key to the success of the restaurant.

Building Elevations

The Chick-fil-A building has been designed with a mixture of stucco, brick veneer, prefinished metal, and glass. The mechanical units for heating/cooling will be located on the roof and will be screened via a parapet wall. Accent light via wall sconces are proposed around the building to provide nighttime interest. The trash enclosure will incorporate slatted fence panels painted bronzetone with a storage closet that uses the same-colored brick veneer as the building to maintain consistency. The dumpsters inside of the enclosure will be screened from the front by durable double gates with prefinished plastic lumber (weathered wood).

The Chick-fil-A Story

It's a story that began when a man named Truett Cathy was born in 1921 in the small town of Eatonton, Georgia, about 80 miles from Atlanta, where he grew up. Truett's mom ran a boarding house, which meant she had to cook a lot of meals – but Truett helped, and he paid close attention, and picked up cooking and serving tips that would come in quite handy later. Along the way, he also learned to be quite the entrepreneur. He sold magazines door to door, delivered newspapers all over the neighborhood, and sold Coca-Colas from a stand in his front yard and all the while he was learning the importance of good customer service.

After serving his country in World War II, in 1946 Truett used the business experience he gained growing up and opened his first restaurant with his brother, Ben, calling it the Dwarf Grill (later renamed the Dwarf House). Hamburgers were on the menu but, ironically, no chicken because he said it took too long to cook. Truett worked hard with that first venture, but considered Sunday to be a day of rest, for himself and his employees and as you know, that's a practice that Chick-fil-A honors to this day.

The early 60s would be a pivotal time in Truett's life. That's when he first took a boneless breast of chicken and spent the next few years experimenting until he found the perfect mix of seasonings.



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He breaded and cooked the filet so that it stayed juicy, put it between two buttered buns and added two pickles for extra measure and in 1963 unveiled what we now know as the Chick-fil-A Chicken Sandwich. As far as the name, Truett says it just came to him. He had it registered that year in 1963 and created a logo that has been updated but is still very similar to the original designed 50 years ago.

The Chick-fil-A sandwich was a huge hit, and in 1967 Truett opened his first Chick-fil-A restaurant in an enclosed shopping mall where, up to that point, food normally wasn't sold. Frankly, the developer of the Greenbriar Shopping Center in Atlanta wasn't too keen on serving food inside his mall, but as we know that turned out to be a very smart decision on his part, and especially Truett's. Today, Truett is recognized as the pioneer in quick-service mall food. It wasn't until 1986 that Chick-fil-A opened its first "freestanding" restaurant on North Druid Hills Road in Atlanta. Today there are over 2,300 restaurant locations in 47 states and it's become so popular that people literally camp out in the parking lot the night before a grand opening of a new restaurant; they're hoping to be one of the first 100 people in line because they'll be rewarded with free Chick-fil-A for a year, which gives new meaning to the phrase "happy campers!"

Chick-fil-A is now the largest quick-service chicken restaurant and one of the largest that's privately-held. Three generations of Cathy family members are involved in the business, including Truett's sons Dan (the president and CEO) and Bubba (senior VP) and also, his grandchildren.

Our Food

There are a lot of things people say they like about Chick-fil-A, but it all begins with the food, and especially the Original Chick-fil-A Chicken Sandwich. It was a significant product innovation, and it remains our best-selling item on the menu. Our innovations didn't stop with the chicken sandwich. In 1982, we were the first restaurant to sell chicken nuggets nationally, and three years later added our trademark Waffle Potato Fries to the menu, and we still use 100% fully refined peanut oil, which is cholesterol and trans fat free. In 2010, we introduced the Chick-fil-A Spicy Chicken Sandwich. With its special blend of peppers and other seasonings, it became such a "hot" selling item that we soon after introduced the Spicy Chicken Biscuit. More recently and within the last couple years we introduced to our menu a new grilled chicken sandwich and grilled chicken nuggets along with the most recent addition of mac & cheese. People also like the fact that we offer a variety of menu options for those wanting foods that are lower in calories, carbs or fats, such as the Chick-fil-A Chargrilled Chicken Sandwich, entrée salads and fruit cups and by the way, fruit cups are an option with our kid's meals these days. In fact, Men's Health magazine named us "America's Healthiest Chain Restaurant for Kids." The high quality of our food is the number one reason people keep coming back to Chick-fil-A but there are a few more reasons – and one has four legs and is a terrible speller.

Serving our Customers

Whenever you ask people what they like about Chick-fil-A, one of first things they say is "the service" and it's an important part of our story, because it goes back to Truett's experience as a young businessman and to the values he instilled in Chick-fil-A. We call it Second Mile Service, and it's



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based on the belief that if someone asks you to carry something for them one mile, you do one better and carry it for them two. Its doing those unexpected things that make people feel special. Our drive-thru has been voted “America’s #1 drive-thru” for six years in a row. We do our best to ensure a quick and pleasurable experience, and might even have a nugget for the family pet when you arrive at the window. But no matter if you’re being served in our restaurants, at our drive-thrus, or with an outside delivery, you can always count on our team members responding to your words of thanks with two special words of their own – “My pleasure.”

Chick-fil-A Philosophy & Operator/Employment Model

The Company’s philosophy is that their restaurants become integral parts of the communities in which they are located. Chick-fil-A makes scholarships available to store employees and sponsors the Winshape Foundation which supports a family of programs designed to encourage outstanding young people nationwide. The Foundation has a college program and operates a series of camps, homes, and retreats. On the local level, individual restaurant operators typically engage in community support activities such as sponsoring youth sports teams, supporting educational activities, and leadership initiatives. Finally, and in accordance with company policy, the operators and employees in each Chick fil A Restaurant strive for a level of customer service unequaled in the quick-service food industry. It is quite common to go into a Chick-fil-A and have your tray carried to your table, have people clear your table, and ask if they can come and refresh your beverage.

Beyond the above, Chick-fil-A’s operators model is very unique in the fast food industry. In their situation, the operator is part owner with Chick-fil-A. It’s similar to a franchise except they usually have one location. Sometimes they have two but for the most part they have one location and what that provides is a situation where they have very competent partners with great character in the restaurants who are deeply involved in the community. What Chick-fil-A likes to say is that their operators are in business for themselves, but not by themselves. It is very unusual for an operator to shut down and the retention rate for operators is about 98%. A typical Chick-fil-A store will employ approximately 60 - 80 jobs with approximately 120 jobs created for temporary construction employment. A typical store will operate between the hours of 6:30am to 10:00pm; Monday thru Saturday and are always closed on Sundays.



Conditional Use Permit Standards – City of Baxter

Conditional Use being requested:

❖ *Restaurant with Drive-thru Facility*

- **Compliance with, and effect upon the Baxter Comprehensive Plan.**

Chick-fil-A believes that the proposed conditional use requests are consistent with the spirit and intent of the Comprehensive Plan. The subject property lies within an existing commercial zoning district which allows restaurant uses. Per the Comprehensive plan, the property is planned to have a future commercial land use. Chick-fil-A believes that allowing the drive-thru lane facility will not adversely affect the surrounding area.

- **The establishment, maintenance or operation of this conditional use will promote and enhance the general public welfare and will not be detrimental to or endanger the public health, safety, morals or comfort.**

The proposed drive-thru lane will not endanger the public health, safety, morals, or comfort. The site has been configured in a way to create a separation between drive-thru traffic for the Chick-fil-A restaurant and dine-in customers. Doing so promotes safe and efficient traffic flow throughout the site. The Chick-fil-A drive-thru lane has been designed to accommodate a sufficient queue of cars which will help prevent backups onto the adjacent access drives.

- **The conditional use will not be injurious to the use and enjoyment of other property in the immediate vicinity for the purposes already permitted, nor substantially diminish and impair property values within the neighborhood.**

Per the City Zoning Map, the subject property is currently zoned C2 Regional Commercial District which allows for restaurant uses. All properties that border the subject site have the same commercial zoning designation. It is Chick-fil-A's belief that the proposed drive-thru is compatible with the general land use of the neighboring properties and would not diminish or impair property values.

- **The establishment of the conditional use will not impede the normal and orderly development and improvement of surrounding property for uses permitted in the district.**

As mentioned previously, the properties surrounding the subject property all have the same zoning designation and future land use. Chick-fil-A believes that the proposed drive-thru should have no impact on the development and improvement of the surrounding properties.

- **Adequate measures have been, or will be, taken to provide ingress, egress, and parking so designed as to minimize traffic congestion in public streets.**

The subject site has been configured in a way to promote site circulation while maintaining a full access onto Excelsior Road on the east side and a right-in only access off Excelsior Road at the west side of the property. The Chick-fil-A drive-thru lane has been designed



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to enter on the south side of the building and exit on the north side. The parking lot will be located west of the building with the drive thru lane isolated from the parking lot. Doing so creates a separation between drive-thru traffic and restaurant dine-in. The given site layout will ensure that traffic maintains a counterclockwise flow throughout the site to minimize traffic congestion onto public streets.

- **The conditional use shall, in all other respects, conform to the applicable regulations of the district in which it is located.**

The subject site and the Chick-fil-A drive-thru lane have been designed to the greatest extent practicable to conform to the applicable regulations of the district in which it is located. The site has been configured in an efficient way to accommodate the Chick-fil-A use while promoting site circulation.

- **The conditional use complies with the general and specific performance standards as specified by the City of Baxter Zoning Ordinance.**

The proposed Chick-fil-A drive-thru lane and dual buildings have been designed to comply with the general and specific performance standards and the Zoning Ordinance to the maximum extent practicable. The site has been configured in a way to promote efficient traffic flow while maintaining sufficient access to the site. A pedestrian route has been provided to the site from the east which allows access to the CFA building from Excelsior Road. The site will be attractively landscaped to provide year-round interest while providing screening and buffers to the maximum extent practicable.



Variance Standards – City of Baxter

The following variances are being request from the City’s Zoning Ordinance:

- Drive-thru stacking and pick-up window along public street.
 - Drive-thru stacking going beyond entrance of the drive-thru.
 - Trash enclosure not in the side/rear yard.
-
- **The variance, and its resulting construction or project, would be in harmony with the general purposes and intent of this Chapter, and would be consistent with the comprehensive plan.**

Chick-fil-A believes that the requested variances would be in harmony with the general purposes and intent of this chapter and would be consistent with the comprehensive plan. The subject property lies within an existing commercial zoning district which allows restaurant uses. Per the Comprehensive plan, the property is planned to have a future commercial land use. The requested variances are a result of maximizing the subject property with its’ given constraints while providing an efficient layout to eliminate internal & external traffic impacts.

- **The variance applicant has satisfactorily established that there are practical difficulties in complying with this Chapter. “Practical difficulties” means that:**
 - **the applicant proposes to use the property in a reasonable manner not permitted by this Chapter;**
 - **the plight of the landowner is due to circumstances unique to the property that were not created by the landowner; and**
 - **the variance, if granted, would not alter the essential character of the locality**

Access to the property is currently provided from the access drives on the east and west sides of the site off Excelsior Road to the north. The proposed site plan has been configured to maintain these two points of access and the majority of the existing parking lot. The proposed CFA building and drive-thru essentially replace the large existing commercial building. Positioning the building and drive-thru lane generally within the footprint of the existing building maximizes site circulation and creates a separation between drive-thru and dine-in traffic, thus minimizing traffic backups and conflicts with guests dining in. In order to efficiently configure the site and associated drive-thru lane, the drive-thru lane will need to be between the building and Excelsior Road.

The trash enclosure was also strategically placed in order to maintain the existing parking lot layout and traffic circulation as much as possible. The positioning of the trash enclosure minimizes traffic backups on the access drives and public roads. Additional landscaping has been provided along Excelsior Road to screen the trash enclosure.

Chick-fil-A believes that the requested variances would not alter the essential character of the locality.



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- **The variance request is not based exclusively upon economic considerations.**

The requested variances are not based exclusively upon economic considerations. The variances are based upon configuring the site in a way that maximizes the subject property with its' given constraints, provides an efficient layout that promotes traffic circulation, maintains the two existing access points to the property, and meets the requirements of the City Ordinance to the maximum extent practicable.

- **The variance, and its resulting construction or project, would not be detrimental to the public welfare, nor would it be injurious to other land or improvements in the neighborhood.**

Chick-fil-A believes that the requested variances would not be detrimental to the public welfare, nor would they be injurious to other land or improvements in the neighborhood. The proposed variances would help to create safe and efficient traffic flow throughout the site and the surrounding roadways.

- **The variance, and its resulting construction or project, would not impair an adequate supply of light and air to adjacent properties, nor would it substantially increase traffic congestion in public streets, increase the danger of fire, endanger the public safety, or substantially diminish property values within the neighborhood.**

The requested variances would not impair an adequate supply of light and air to adjacent properties, nor would it substantially increase traffic congestion in public streets, increase the danger of fire, endanger the public safety, or substantially diminish property values within the neighborhood. The requested variances would allow for a maximized and efficient site layout that promotes a safe and free-flowing traffic pattern throughout the site. The Chick-fil-A drive-thru lane has been designed to accommodate a sufficient queue of cars and by positioning it on the east side of the property will help prevent backups onto the adjacent access drives & public streets.

- **The variance requested is the minimum action required to address or alleviate the practical difficulties.**

Chick-fil-A believes that the requested variances from City Code are the minimum actions required to address or alleviate the practical difficulties. The variances would not result in any negative impacts to the subject and surrounding properties. The requested variances from Code would only ensure a methodically laid out site plan that promotes safe and efficient traffic flow throughout the site.



Drive-Through Performance Standards – City of Baxter

- **The facility shall be located only on a site having direct access to a minor arterial street, collector or service road.**

Access to the property will be provided via a full access onto Excelsior Road on the east side and a right-in only access off Excelsior Road on the west side. The proposed site plan has been configured to maintain these two existing points of access.

- **Drive-through or drive-in lanes are not allowed between the building and a lot line that faces a public street. This does not pertain to driveways.**

The site has been configured in a way to create a separation between drive-thru traffic and dine-in customers. Doing so promotes safe and efficient traffic flow throughout the site. The Chick-fil-A drive-thru lane has been designed to accommodate a sufficient queue of cars which will help prevent backups onto the adjacent access drives. The proposed site layout will ensure that traffic maintains a counterclockwise flow throughout the site to prevent traffic congestion onto public streets. A variance is being requested for the drive-thru lane being between the building and Excelsior Road.

- **Separation from Residential Property: Drive through facilities, including, but not limited to, the service windows and stacking spaces, shall be separated from residentially zoned or guided property by an arterial or collector street or shall be set back at least 200 feet from residentially zoned or guided property.**

The subject property is located within a commercial zoning district that is more than 200 feet away from any residentially zoned or guided property.

- **The facility's public address or order system shall not be audible from any adjacent residentially zoned or guided property.**

The proposed ordering system will not be audible from any nearby residentially zoned or guided property.

- **Required Stacking Distance and Spaces. Adequate stacking distance shall be provided, which does not interfere with other driving areas, parking spaces, or sidewalks. Stacking spaces shall not interfere with parking spaces or traffic circulation**

- **All Other Uses. Businesses with one drive through lane shall provide stacking space for at least ten vehicles, and businesses with two or more drive through lanes shall provide stacking space for at least six vehicles per lane, as measured from and including the last pick up station, window, or the like.**

The proposed Chick-fil-A drive-thru facility will be comprised of two lanes than go down to one lane after the order boards with a bypass lane at the pick up window. The drive-thru will provide a stack of 17 cars (from pick-up window to entrance of drive-thru lane) in the inside lane. The outer lane will provide additional stack to



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prevent traffic backups within the parking lot. A variance is being requested for stacking that goes beyond the entrance of the drive thru.

- **The applicant shall demonstrate that such use will not significantly lower the existing level of service on streets and intersections.**

The site has been configured in a way to create a separation between drive-thru traffic and dine-in customers. Doing so promotes safe and efficient traffic flow throughout the site.

The Chick-fil-A drive-thru lane has been designed to accommodate a sufficient queue of cars which will help prevent backups onto the adjacent access drives. The proposed site layout will ensure that traffic maintains a counterclockwise flow throughout the site to prevent traffic congestion onto public streets.

- **Screening: Screening shall be provided of automobile headlights in the drive-through lane to adjacent properties. Such screening shall be at least three feet (3') in height and fully opaque, consisting of a wall, fence, dense vegetation, berm, or grade change.**

The site will be attractively landscaped to provide year-round interest while providing screening and buffers from the neighboring commercial properties as well as the adjacent roadways. The subject property does not border any residentially zoned or guided property.

- **Bypass Lane Required: A bypass lane shall be provided for each drive-through use, allowing cars to leave the drive-through lane from the stacking area.**

The proposed drive-thru lane has been designed with two lanes up to the order boards that will go down to one lane with a bypass lane at the pick-up window. It should also be noted that Chick-fil-A trains their team members on how to deal with a stalled car situation within the drive-thru lane.