CITY OF SNELLVILLE – VARIANCE APPLICATION
for
CRACKER BARREL OLD COUNTRY STORE

Letter of Intent

Cracker Barrel Old Country Store, Inc. (CBOCS) is proposing to construct a prototypical 9,112 sq ft structure with additional 1,284 sq ft covered porch, providing a 10,396 sq ft footprint. Proposed site is part of apx 13+ acre Park Place retail center located at northern intersection of GA-24/Scenic Highway and Pharrs Road. Subject site is located at extreme NWC of development. Prelim site plan lays out over apx 1.72-acres, and provides 128 total parking spaces, including 122 standard spaces and 6 accessible spaces. Typically Cracker Barrel provides RV/bus parking, but this site will not. Loading area and service entries are along rear façade of building, and refuse and recycling bins are contained in remote enclosure to side-rear of building and which design matches main building. Access to site to be provided primarily via shared center entry point along Scenic Highway, but also from similar entry along Pharrs Road.

Cracker Barrel building design is common across the country, with a late-19th /early 20th century "old general store" theme. Exterior materials include wood-look cementitious siding and battens painted "Cracker Barrel Brown", open and covered porch equipped with rocking chairs (for both lounging and purchase), standing-seam metal roofing over porch, and metal eyebrow awnings over windows. Porcelain wall signs are typically installed on all 4 sides of building. Cracker Barrel will not have its own free-standing sign at this location, atypical for most other locations.

Visibility and brand recognition are crucial to Cracker Barrel's success in a new location. Imperative to this recognition is imposing as little deviation as possible from Cracker Barrel's prototypical building design and aesthetics. Simply-designed, minimally adorned facades are not a function of economics, but are master-planned into design, with a firm nod to traditional wooden exteriors of late-19th /early 20th century architecture of rural small towns.

CBOCS' immediate intent is to obtain variance from City for ratio and amount of allowed building materials to allow use of prototypical siding on front building façade and exceed 25% maximum for use on side and rear building facades. Upon approval, CBOCS' intent is to obtain County approvals for Fire, Health/food service and Water & Sewer, and then immediately submit for City site and building approvals. Intent as of this date is to open to public during FY'17, around 10/24/16. Construction/pre-opening prep duration is typically 6-months from ground-break, which is tentatively set for 5/9/2016.

Cracker Barrel Old Country Store (Nasdaq: CBRL) was founded in 1969, currently has over 600 units in 44 states, and employs over 72,000 people nationwide. A typical store will initially employ apx 160, which will slim down to apx 100-120 after "honeymoon" period. Restaurants average about $4.3 million in annual sales, including $3.4 million in restaurant sales and $900,000 in gift shop sales. CBOCS welcomes apx 6,700 guests into typical store per week. Breakfast, lunch and dinner meals are served at apx 23%, 38% and 39% of total meals/sales, respectively. All stores are corporate owned; there are no franchise units.

Cracker Barrel was recently awarded: 1st place winner of *Nation's Restaurant News* 2015 Consumer Picks Family Dining Restaurant in Menu Variety and Atmosphere categories; 2015 Top Sit-Down Restaurant for RVers by *Motor Home Magazine*; 2015 Top Family-friendly Restaurant by *FamilyFun* magazine; and 2015 Chain Restaurant Consumers' Choice Award for full-service restaurant.

Applicant Patricia Hill of Adams Hill, LLC is an independent contractor which handles CBOCS new development nationwide.