

I. EXECUTIVE SUMMARY

This Draft Environmental Impact Statement (DEIS) is submitted on behalf of PepsiCo, Inc. & Davlyn Realty Corporation (Applicant) in compliance with the State Environmental Quality Review Act (SEQRA) and in accordance with the requirements of the Planning Board of the Town of Harrison, New York, the Lead Agency under SEQRA. The DEIS examines the potential impacts of the proposed Project Renew Master Plan for the PepsiCo World Headquarters site in the Town of Harrison, New York.

The PepsiCo Inc. World Headquarters is located at the intersection of Anderson Hill Road and Lincoln Avenue in the Purchase area in the Town of Harrison, New York. The distinctive building complex encompasses approximately 453,000 square feet of office space surrounded by an expansive publically accessible open space system that includes world famous sculpture gardens and pedestrian paths. The Campus is bound on to the north by Anderson Hill Road and the SUNY Purchase campus, to the west by Lincoln Avenue, on the east by the Blind Brook Country Club and on the south by single-family residential neighborhood. Exhibit II-1 presents a Site Location map for the proposed project.

The campus is approximately 152 acres, of which approximately 30 acres are occupied by PepsiCo corporate office buildings and parking. The remainder of the project site includes the Calloway Parcel to the south, which was acquired by PepsiCo and added to the campus in 1971 and is utilized for internal PepsiCo meetings and conferences and the site's open space including on-site wetlands, gardens, the Donald M. Kendall Sculpture Gardens, the Golden Path, which winds through the Sculpture Gardens and the "P" pond.

Primary access to the project site is via the main campus entrance located on Anderson Hill Road, which is a controlled access point manned by security personnel. Two service entrances are located along Anderson Hill Road, and one additional entrance for deliveries only, is located on Lincoln Avenue, which bounds the project site on the west. The Calloway parcel has a separate access from Lincoln Avenue.

A. Description of the Proposed Action

The Proposed Action includes several components. Most significantly is the long range Master Plan, known as Project Renew, for the entire property including both the main PepsiCo Corporate Campus site and the Calloway property. The Master Plan contemplates the first major renovations to the entire campus since it was constructed in the late 1960s. The Master Plan calls for certain zoning text and map changes and includes first phase and second phase site plans.

PepsiCo Project Renew has been designed to maintain the existing corporate setting while adequately accommodating PepsiCo's future operations. . An essential part of the plan is the preservation of the site's existing open spaces, protection of wetlands and waterbodies and maintenance of the Golden Path and Sculpture Garden as a community amenity for employees and members of the public. The plan also seeks to significantly enhance the aesthetic appearance of the site's frontage along Anderson Hill Road by upgrading and extending the stone wall along the entire perimeter of the campus and augmenting the existing landscaping.

The Master Plan encompasses three phases, however, the current action seeks site plan approval for Phases I and II. Therefore the analyses included herein provide detail on impacts associated with both the full Master Plan build-out, and Phases I and II of the project.

In addition to the components of the site Master Plan, the Proposed Action includes rezoning portions of the project site located along Anderson Hill Road from the R-1 and R-2 zoning districts to the SB-100 zoning district, which encompasses the majority of the PepsiCo site. The Proposed Action also includes modifications to the setback requirement in the SB-100 zone for a portion of the project site that abuts Blind Brook and for an internal lot line located between the SB-100 and the adjacent R-2 zone on the Calloway property.

B. Summary of Significant Impacts and Mitigation Measures

This section briefly summarizes potential project impacts and required mitigation measures in each of the areas analyzed in the DEIS. Please refer to Chapter III of this DEIS for a complete discussion of each impact category.

1. Land Use and Zoning

The Master Plan contemplates the rezoning of portions of the property with a total acreage of approximately 18.3 acres, along Anderson Hill Road from the R-1 and R-2 zoning districts to the SB-100 Zoning District. The 22 acre Calloway Property, which is currently zoned R-2, is not proposed to be rezoned. The proposed rezoning of several parcels on the site largely will create consistency of zoning and use. Although the parcels proposed for rezoning are not currently developed with residential uses, their current zoning designation would allow it. Rezoning the parcels to SB-100 would prevent this from occurring because new residential development is not permitted in the SB-100 zone.

Modifications to the setback requirements in the SB-100 zone are also proposed to allow for certain activities within 50 feet of the property lines not abutting a public road and within 100 feet of property lines abutting public roads. These proposed uses along a public road would be limited to: landscaped parking areas, stormwater management facilities, wetland restoration/enhancement areas, stone walls and deer fences. Specifically, the project proposes to provide a continuous stone wall along the Anderson Hill frontage of the project site, where the setback requirement is 200 feet within the SB-100 District. Stormwater management facilities within and adjacent to the proposed Welcome Center parking area would also be located within the required buffer. It is not anticipated that this provision would have a negative impact on the surrounding area, if the current or future owner of this property were to exercise their option to allow these minor setback encroachments

At the southern portion of the project site, the proposed Calloway internal connector drive intersects the existing Loop Road at a point approximately 200 feet from the rear lot line and runs perpendicular to said line until it crosses it. Some wetland restoration/enhancement would occur adjacent to the proposed bridge to the Calloway parcel, which would encroach within the required buffer.

The proposed rezoning is consistent with the Town's Master Plan and was anticipated by the Town at the time of PepsiCo's initial construction. In addition, the proposed project on the PepsiCo campus would be consistent with the recommendations included in Patterns for Westchester.

The proposed use and zoning recommendations are supported throughout the various planning and policy documents that relate to the Project Site. Therefore, no mitigation is proposed.

2. Visual Resources

a. Phase I

The design concept for the Welcome Center is to provide a multi-functional building for displays, events, information sources and restrooms for the visiting public. The building is designed to integrate into the natural setting thereby mitigating its appearance from Anderson Hill Road. Building materials would include natural materials such as stone veneer, wood panels and glass creating a seamless relationship between the proposed Welcome Center structure and the natural setting. With a standing seam metal roof and differing stone planes, the overall scale of the facility appears reduced, while naturally colored materials, reflecting the landscape, cloak its mass. In addition, the landscaping surrounding the building would include stone site walls.

The proposed Center Atrium would provide a much-needed interior connection for the seven-pod structure comprising PepsiCo headquarters. The Center Atrium is designed to achieve greater efficiency in inter-department communications and provide public meeting and collaboration space. Four new stair/elevator towers will connect the proposed addition to the existing PepsiCo office buildings and will be equal in size and height to the existing towers. By cladding the Center Atrium with a sloped glazing system on all four sides, the view to the newly formed courtyards will be uninterrupted. The proposed Center Atrium would be equal in height to the existing connecting towers so as not to increase the overall height of the facility.

b. Phase II – Buildings 2 and 6 Extensions

The project proposes creating additional floor space by constructing extensions to Buildings 2 and 6. The building extensions would be equal in size to the original pod buildings, effectively doubling the open floor space of both pods. A sloped glazing system relating to the Center Atrium design and mirroring the angle of the existing ziggurat, forms the facade of both the extensions. Required egress from the newly expanded office floors is accomplished through stair towers, equal in mass to existing towers, and located on the end facades. The Building 2 and 6 extensions would be equal in height to the existing buildings. Covered pedestrian bridges are proposed at either end of the extensions to facilitate ease of access from the parking lots. The bridges are clad in sloped glazing in order to provide views to the existing sculpture gardens. In addition, the project proposes elevator access from the proposed building extensions/pedestrian access bridges to the parking areas below.

c. Master Plan

Phase III of the Master Plan consists of a conceptual plan for future development, which could include additional office and support buildings, with possible uses including a cafeteria, health and physical fitness center for employees and other staff support services. The Phase III buildings would be generally located on the eastern portion of the site between the proposed Phase II buildings and the Blind Brook. Parking needs would be determined as part of the future Phase III Site Plan.

Because those components of the Master Plan have not been designed, it is difficult to assess their visual impact from either within the campus or from Anderson Hill Road. Due to site topography, existing buildings and landscaping, the proposed buildings would not be visible from Lincoln Avenue. The Phase III buildings have been located within existing parking lots, and minimal impact to existing landscaping or trees would be expected. In addition, the proposed Phase III buildings are not located adjacent to the sculptures or the Golden Path.

Concurrent with the submission of the Phase III Site Plan Application materials, if required by the Planning Board, the Applicant would prepare a visual impact analysis of proposed buildings, similar to that provided in herein consisting of sketches, renderings and/or photosimulations.

At the start of the Master Plan design process, the Applicant prepared a comprehensive site analysis to identify opportunities and constraints on the project site. The site constraints analysis included identifying non-buildable areas due to environmental features such as topographical constraints, and viewsheds from the adjoining parcels. The proposed building expansions designs were developed to avoid areas of high visibility from adjacent residential neighborhoods. Where the buildings would be visible, for example from Anderson Hill Road, the structures were designed to respect the surrounding land uses, natural and man-made thereby minimizing their visual impact. Additional mitigation measures, as described above include selection of building colors and materials to minimize visual impact, additional landscaping, berming and preservation of natural features.

3. Soils, Topography and Steep Slopes

The total area to be disturbed is proposed to be approximately 21.62 acres or only 14.2 percent of the total property. The majority of the disturbed areas (91.0 percent) have a gradient of less than 15 percent. Five percent (5.4%) of the disturbed areas have slopes ranging between 15 percent and 25 percent. Two percent (1.7%) of the areas to be disturbed have slopes between 25 percent and 35 percent, and two percent (1.9%) have slopes equal to or greater than 35 percent. The proposed development on the property is expected to require approximately 7,411 cubic yards of borrow to be imported into the site.

Extensive rock removal/blasting is not anticipated for the project. If rock is encountered, its excavation will be by accomplished via chipping, ripping and / or blasting. NYSDEC requires that resulting in a land disturbance of more than one acre prepared a Stormwater

Pollution Prevention Plan (SWPPP) which includes provisions for minimizing erosion and minimizing the transport of sediment from the construction site. A SWPPP describing these measures has been prepared for the project and is included in Appendix C of this DEIS.

The project's Grading Plans and Soil Erosion & Sediment Control Plans have been prepared in accordance with the requirements of the NYSDEC SPDES General Permit GP-08-001 and Town of Harrison. These drawings include improvements to be constructed and procedures to be following both during and after construction to minimize erosion and to capture sediment from the areas of the site where improvements are proposed. The temporary and permanent Sediment and Erosion Control Improvements included in the project's design are described in detail in Section III.C. of this DEIS.

4. Flora and Fauna

The proposed PepsiCo Master Plan involves a series of phased improvements that include expansion of the existing corporate campus, parking areas and creation of a new welcome center for visitors. The proposed areas of expansion and potential impacts to flora and fauna are:

a. Center Atrium, Courtyards and Fire Access Improvements

The proposed improvements are located within existing building footprints and courtyard areas, with limited habitat or plant or animal species. The proposed improvements would require a small number of trees to be removed, which would be replaced with new plantings. Therefore, the impacts are not considered significant.

b. Welcome Center, Parking and Maintenance Areas

The construction of the Welcome Center, parking and maintenance areas would require the removal of approximately 714 existing trees and re-grading of existing slopes. Removal of the trees and subsequent grading activities, have the potential to create erosion of sediment and potential impacts to adjacent wetland areas however, all of these impacts would be mitigated through the proposed erosion and sediment control plan. The removal of trees will reduce the amount of available habitat for resident wildlife species and result in a temporary loss of available food and cover resources. This will have the most impact on upper canopy bird species and small mammals that utilize existing cavities in trees for nesting and cover. Some displacement of small mammals such as squirrels, and raccoons may occur due to the loss of trees. A large percentage of the area will be constructed within a former site that was used as a landscape yard and includes several buildings and landscape related materials and debris. The trees proposed to be removed consist of existing native trees and include several stands of trees planted as part of the original campus facilities. Although a large percentage of trees will be removed, this represents a small percentage of the property and the improvements will include an aggressive re-planting and tree replacement plan. Due to the amount of proposed mitigation

measures, the impacts to resident wildlife and plant species are considered a minimal impact that will be effectively mitigated.

c. Parking Area - Extension of Existing Parking Near the "P" Pond

The expansion of the parking area will result in the loss of approximately 97 trees and a little over one acre of disturbance. The grades will be changed and fill materials imported to construct the parking extension. The work will follow recommended construction and sediment and erosion control measures and the impacts are considered temporary. Due to the location, it is not anticipated that the expansion of the parking area will create any significant impacts to the functioning of the adjacent pond or impact the area. The loss of existing trees will be offset with an aggressive tree replacement and landscape plan to minimize any long term impacts.

d. Internal Connector Drive to Calloway House

The Internal Connector Drive would include construction of a bridge and road access to connect to the interior road system. This would require the removal of approximately 26 trees from the area to provide for adequate road widths and safety. The loss of trees could result in some loss of habitat for wildlife that utilizes this area along the watercourse. The existing internal road would be widened to meet the needs of the facility, which would require changes to existing grades and have the potential to create erosion. The implementation of proper stormwater practices and re-planting of the area will minimize any long-term impacts to resident wildlife and plant species.

e. Building 2 & 6 Extensions and Pedestrian Bridges

The proposed expansion is located within the existing footprint areas of the building and will encroach slightly within a small wetland area. This would require the construction of footings that would result in permanent impacts to the wetland area. Due to the close proximity to existing structures, it is not anticipated that these improvements will impact resident plant and animal populations. The adjacent areas consist of lawn and landscaped areas and would remain the same after construction.

The majority of the proposed improvements are located within areas that have been previously converted to lawn areas and or functions related to existing buildings and structures. The primary impact would be from the tree removal and grading activities. The project includes an extensive tree replacement plan as part of the overall landscape plan for the site, plus extensive wetland and wetland buffer restoration and enhancement measures that will improve overall plant diversity that will help to sustain resident wildlife populations. The natural corridors around the perimeter of the property will remain and be enhanced with specific mitigation measures that will offset any impacts from the phased improvements.

No endangered, threatened or special concern species or habitats were identified to be present on the property. Therefore, no impacts are anticipated. The site disturbance from the proposed activities will be effectively mitigated and areas of prior disturbance will be restored to improve the functional value of existing habitats. The degraded wetlands

located within the former nursery operations area will be restored and enhanced to improve the overall functional value of the wetlands. In addition, an existing road will be removed from within the wetland buffer to Blind Brook and the area replanted to restore and improve the functional value of the buffer area to the Brook. The proposed landscape plans include replacement of all trees on an approximately 1:1 basis, and all wetland impact areas to be replaced at a 2:1 ratio with new native plantings. The proposed Landscape Plan is designed to supplement and enhance the existing natural areas and provide effective transitional areas between existing natural forested areas and the developed garden areas and facilities.

5. Surface and Groundwater Resources

The proposed disturbance to wetland areas represents 621 square feet, and to wetland buffer areas 58,868 square feet, for a combined total of 59,489 square feet of total disturbance to wetland regulated areas. The planned improvements will require one permanent stream crossing and other minor encroachments and temporary disturbances to regulated watercourse buffer areas on the property. The planned improvements will also provide an opportunity for significant restoration and enhancement of degraded watercourse buffer areas from adjacent former landscape operations and other maintenance activities that were recently acquired by PepsiCo.

Four specific wetland regulated areas would be impacted by the proposed project. The first proposed impact would occur to the buffer to an existing wetland/watercourse located adjacent to the proposed Welcome Center, parking areas for the Welcome Center, and new maintenance areas for the property. The buffer would be impacted slightly by a new parking area and the construction of a boardwalk to provide access to the Welcome Center from the parking lot. The impact would include the removal of an existing section of an existing maintenance road that is currently within the regulated buffer to Blind Brook as a result of moving existing property maintenance activities to areas outside of regulated buffer.

The second proposed impact will require disturbance to an existing watercourse to provide access to the Calloway Parcel. A new bridge crossing is proposed to provide access from the interior road. This will also require additional encroachments to utilize the existing interior road that is already located within the buffer.

The third proposed impact will result in an expansion of an existing parking lot that which will require construction of a stormwater basin within the regulated buffer area.

The fourth impact area will result from the proposed building expansion as part of Phase II.

The proposed mitigation for wetland and buffer areas includes a combination of specific enhancement and restoration measures to offset the proposed impacts to existing wetland resources. A total of 28,822 square feet of direct wetland enhancement is proposed, along with 94,880 square feet of wetland buffer restoration/enhancement measures, for a

combined total of 123,702 square feet of wetland mitigation. The proposed wetland and buffer impacts will be effectively mitigated at a greater than 2:1 ratio.

6. Stormwater Management

The proposed improvements will create less than five acres of new impervious area, which represents 3 percent of the total site area. Over 75 percent of the site will remain pervious after construction of the Phase I and II improvements. The total proposed disturbance area is approximately 22 acres.

The project includes a variety of Best Management Practices as required by the NYSDEC Phase II regulations and the Town of Harrison. The project employs a variety of practices to enhance stormwater quality and reduce peak rates of runoff associated with the proposed improvements. These measures include vegetated conveyance swales, biofilters, vegetated extended detention basins. A portion of the existing parking area in the northeast part of the site will also be captured and treated in one of the proposed stormwater management ponds.

The design of the proposed parking area near the Welcome Center includes disconnected impervious areas resulting in enhanced water quality treatment and infiltration. The project does not include any piped discharges to any existing public drainage systems. These improvements will also mitigate runoff volumes from the proposed improvements as runoff volumes will be slightly reduced or maintained in all the analyzed storms.

Therefore, with the proper implementation of the proposed Stormwater Pollution Prevention Plan, it is anticipated that the proposed improvements will provide water quantity and quality enhancements which exceed the requirements of the Town of Harrison and the NYSDEC. Furthermore, since the site reduces / maintains peak rates of runoff and runoff volumes when comparing post and pre-development conditions, the project will not have an adverse impact on the downstream flooding issues on the lower reaches of the Blind Brook watershed.

In addition, the proposed improvements, as designed, meet the criteria for Credit 6.1, "Stormwater Design - Quantity Control," as defined in the LEED® 2009 for New Construction and Major Renovation rating system from the U.S. Green Building Council (USGBC).

7. Water Supply and Sanitary Sewage

For Phase I of the proposed improvements, the Welcome Center would be served by an 8 inch water main to be connected to the existing 16 inch water main in Anderson Hill Road and wastewater generated by the Welcome Center would be conveyed by an 8 inch PVC sanitary sewer line in an easterly direction to the County Trunk Line. Connection to the trunk line, would be made via a "paradise gap" to an existing manhole within the Anderson Hill Road Right-of-Way.

For Phase II of the proposed improvements, it is anticipated that the Building 2 & 6 expansions would utilize the systems serving the existing PepsiCo building complex.

Phase III improvements would be served in a similar fashion. The Building 2 & 6 Extensions would utilize the systems serving the existing PepsiCo building complex. Phase III improvements would be served in a similar fashion.

Based on the design flow rate, it is anticipated that the project will use an additional 23,184 gpd of water for water and sewerage at full Master Plan build out.

Based on conversations with Westchester Joint Water Works (WJWW), it is anticipated that the existing water system in the vicinity of the project can provide adequate supply and sufficient pressure for both domestic and fire purposes for the proposed project. The 2008 edition of the Westchester County Department of Planning publication titled "Databook" indicates the Blind Brook Wastewater Treatment Plant has a design flow of 5 million gallons per day and an average usage of 4.2 million gallons per day. Therefore, it is expected the facility would have adequate capacity to handle the additional sewage flows (23,184 gallons per day for all phases) proposed for the project.

PepsiCo is committed to being an environmentally responsible corporate citizen. Therefore, the design of the project's improvements would include measures to reduce its water usage, such as low flow/ motion operated fixtures. PepsiCo routinely evaluates its operations to assess where improvements can be made to reduce water consumption. Advanced methodologies, such as grey water recycling would be evaluated and implemented when viable in new building construction.

8. Other Utilities and Services

For Phase I of the proposed improvements, the Welcome Center would be served by electric, gas and telecommunication services from existing utilities in Anderson Hill Road. The existing house and other structures, which comprised the former Datino Nursery property, now part of the PepsiCo campus are presently serviced in this manner. As such, these structures will be demolished and new services will be constructed to serve the new Welcome Center building.

For Phase II of the proposed improvements, the Building 2 and 6 extensions would utilize the systems serving the existing PepsiCo building complex. Phase III improvements would be anticipated to be served in a similar fashion.

It is anticipated that the existing utility infrastructure serving the site from Lincoln Avenue and Anderson Hill Road would be able to meet the demands of the proposed expansion. Minor upgrades to the on-site utilities may be required and would be determined through coordination with appropriate service providers.

PepsiCo is committed to being an environmentally responsible corporate citizen. Therefore, the design of the project's improvements will include measures to reduce its energy consumption. PepsiCo routinely evaluates its operations to assess where improvements can be made to its operations in this regard. Advanced or state-of-the art methodologies will be evaluated and implemented when viable in new building construction.

9. Traffic Transportation and Parking

The results of the capacity analysis for the full build out of the proposed Master Plan (Year 2020 Build) are summarized herein:

a. Anderson Hill Road and Lincoln Avenue

This intersection is projected to operate at an overall Level of Service “E” during the Weekday Peak AM Highway Hour and is projected to operate at an overall Level of Service “C” during the and Weekday Peak PM Highway Hour.

b. Anderson Hill Road and SUNY Purchase/PepsiCo

This intersection is projected to operate at an overall Level of Service “C” during the Weekday Peak AM and Weekday Peak PM Highway Hours.

c. Lincoln Avenue and PepsiCo Delivery Only Access

This driveway is projected to operate at an overall Level of Service “A”.

d. Lincoln Avenue and Hutchinson River Parkway SB On/Off Ramp

The Hutchinson River Parkway Southbound Off Ramp is projected to operate at a Level of Service “C” during the Weekday Peak AM Highway Hour and is projected to operate at a Level of Service “B” during the Weekday Peak PM Highway Hour.

e. Lincoln Avenue and Hutchinson River Parkway NB On/Off Ramp

The Hutchinson River Parkway Northbound Off Ramp is projected to operate at a Level of Service “D” during the Weekday Peak AM Highway Hour and is projected to operate at a Level of Service “B” during the Weekday Peak PM Highway Hour.

f. Purchase Street (NYS Route 120) and Anderson Hill Road

This intersection is projected to operate at an overall Level of Service “D” during the Weekday Peak AM and Weekday Peak PM Highway Hours.

g. King Street (NYS Route 120A) and Anderson Hill Road

This intersection is projected to operate at an overall Level of Service “C” during the Weekday Peak AM and Weekday Peak PM Highway Hours.

The required parking for Phase I and II would be 1,701 with 1,752 spaces provided. Phase III of the proposed Master Plan, to be constructed at a later date, could include additional office and support space, including a cafeteria, physical fitness facilities and other support services and additional parking, if necessary. Parking for the Master Plan (2,400 employees) will be developed as part of that site plan application.

As previously noted, a separate westbound left turn lane is proposed on Anderson Hill Road for entering traffic at the proposed Welcome Center driveway. With the provision of the separate left turn lane for westbound traffic, adequate stopping and intersection sight distance can be provided for the 35mph posted speed limit.

10. Air Quality

The intersections analyzed in the Traffic Impact Study (Appendix C of this DEIS) were analyzed following State and Federal requirements and the NYSDOT screening procedures. As a result, it has been determined that no further analysis is necessary and the project will not cause any adverse air quality impacts and will not result in any violations of the National or State AAQAs. In addition, there would be no unusual air pollution sources on site that will adversely affect air quality.

With respect to carbon emissions, PepsiCo has been a very visible and vocal advocate for the necessity of reducing their carbon footprint. It is PepsiCo's intent to reduce their carbon footprint at their World Headquarters. This will be accomplished in two ways:

- First, maintenance and rehabilitation projects at the existing campus will be done with a goal of reducing water consumption and energy demand.
- Second, future projects on the Headquarters campus will pursue LEED Silver certification from the United States Green Building Council, or its local or regional equivalent. The net effect is that the total square footage of the Campus will increase by 51 percent (from 453,173 square feet to 685,008 square feet yet the carbon footprint will only increase by 4 percent). The average energy consumption per square foot of space is projected to decrease by 31 percent after full build out. PepsiCo is considering a variety of building designs to conserve additional energy, as well as options for renewable energy (e.g. geothermal and solar) so the actual future carbon footprint will likely be even less.

No mitigation measures are required during facility operation because all appropriate best management practices have been incorporated into the planning and design to ensure that there would be no adverse impacts. Mitigation measures to be employed during construction would include: An Erosion and Sediment Control Plan; improvements at the site shall take place in a phased approach to the extent possible, minimizing the amount of soils exposed at any one time; and all trucks carrying demolition debris, fill or other unconsolidated materials will be covered with tarps to ensure that debris and dust will be fully contained during transport.

11. Socio-Economic Impacts

Future tax revenue to be generated by the PepsiCo World Headquarters site will be determined in conjunction with the Town of Harrison Tax Assessor as detailed building plans are developed

Phase I of the Master Plan proposes the Center Atrium and the Welcome Center, neither of which is anticipated to increase on-site employee population. Phase II of the Master Plan, which includes the Building 2 and 6 extensions would be anticipated to increase employee population by approximately 600 persons, to 2,100 employees. At full build-out, the proposed project would be anticipated to generate an on-site population of approximately 2,400 employees. The new employees would likely come from a variety of locations including Harrison, and other Westchester communities. The additional jobs

created as a result of the project would not be expected to be sufficient to generate new residential construction in the community.

On-campus corporate operations would be expected to be largely similar to those on campus today. The addition of new corporate office space and consequently 900 new employees, and the increase in efficiency of current office space would be expected to result in increased productivity. The potential provision of a new cafeteria, health and fitness center for employees and other staff services in Phase III of the Master Plan, would also be expected to increase productivity.

The proposed Welcome Center would be expected to provide for several additional employees for operations and maintenance of the new facility. In addition, although there is no stated ratio of on-site security personnel to employees, visitors or building square footage, it is assumed that additional space could require some additional on-site security personnel to maintain safety. At minimum, the new proposed gate-controlled entry from Anderson Hill Road to the Welcome Center would be manned by PepsiCo security personnel.

The corporate components of the PepsiCo campus provide significant economic benefits to the local and regional economy; among these are property tax revenue, employment, and purchase of goods and services. PepsiCo employees who live in the Town of Harrison would also contribute to the local economy through their residency, purchasing power, and contribution to the local community. Employees who commute contribute to the regional economy through their use of area businesses, public transportation or toll roads.

It is estimated that the Donald M. Kendall Sculpture Gardens at the PepsiCo World Headquarters attracts approximately 150,000 visitors per year. The economic benefit to the local and regional economy from these visitors is compounded by the availability of other attractions and accommodations within or immediately surrounding the PepsiCo campus including the Neuberger Museum of Art and Performing Art Center at Purchase College, and Doral Arrowwood – all located within one mile of the project site.

Construction of the Master Plan components is anticipated to result in several positive economic benefits. These benefits include new job development, spending at local and regional businesses both by employees of and visitors to the PepsiCo site, and by PepsiCo Inc. These economic factors contribute to the overall economic health of the local and regional economy. The addition of approximately 900 new employees to the PepsiCo World Headquarters over the Master Plan time horizon would result in additional spending on goods and services in the local and regional economy.

The projected construction costs for the proposed Master Plan are estimated at approximately \$200 million. Based on industry rule-of-thumb estimates, roughly 40 percent of a project's construction costs are attributable to labor. The Master Plan project would result in approximately \$80,000,000 in wages. With a typical construction salary of approximately \$48,500-\$56,000 annually; this translates into the creation of between

142 and 165 jobs annually over the 10 year anticipated construction duration. PepsiCo's commitment to local hiring and purchasing will help to ensure that a substantial portion of these jobs will be filled by local and regional residents.

12. Community Facilities

a. Emergency Service Providers

It is anticipated that the on-site security personnel would continue to address security related issues on the PepsiCo campus, throughout full build-out of the Master Plan.

The proposed Project Renew Master Plan buildings would be designed to meet all applicable fire codes. In addition, the on-site circulation system, including the Golden Path, would be improved to provide sufficient fire access to existing and proposed buildings. The project proposes an additional entrance to the campus off Anderson Hill Road, thereby providing an additional access/egress point for emergency vehicles. The provision of the Calloway Connector drive would also improve internal site circulation and direct access through the campus to the Calloway House.

Although there is no stated ratio of on-site security personnel to employees, visitors or building square footage, it is assumed that additional space would require additional on-site security personnel to maintain safety. At minimum, the new proposed gate-controlled entry from Anderson Hill Road to the Welcome Center would be manned by PepsiCo security personnel.

b. Solid Waste

At full Master Plan Build Out, it is anticipated that the project would generate approximately 365 tons annually of solid waste in addition to what is currently generated. It is anticipated that waste collection provisions for the existing buildings and the Building 2 & 6 expansions will continue to operate as at present from the loading dock. The Welcome Center will have a separate loading dock and trash compactor.

PepsiCo will continue to promote and expand its recycling program in the future. Currently under consideration is a program for recycling food waste as compost, either on site as part of the garden maintenance or in conjunction with a local / regional program with neighboring businesses.

13. Historic and Cultural Resources

Potential precontact archaeological resources may be impacted by Phase I elements including construction of the Welcome Center building and some of the proposed surface parking located outside the main traffic loop, including those associated with the Welcome Center, as well as the internal connector drive from the main campus to the Calloway House. Those upgrades to utilities and stormwater management facilities, and wetland areas affected by reclamation and enhancement, which are located outside the main traffic loop, may also impact potential precontact archaeological resources.

Because the Phase II elements, specifically the expansion of existing Buildings 2 and 6 and their associated pedestrian bridges leading to the parking lots, are inside the main traffic loop in areas shown to be previously disturbed, there should be no impacts to potential precontact archaeological resources.

The two new buildings proposed for Phase III would be located within existing parking lots that have been previously disturbed, and as such should have no impacts to potential precontact archaeological resources. However, a Phase III proposed parking lot located in an area outside the main traffic loop, near the existing Visitor's Center, could have an impact on potential precontact archaeological resources.

Phase IB field testing is recommended for those portions of the archaeological APE already subjected to soil borings where new development is planned that would involve subsurface impacts. This would include the eastern portion of the proposed Welcome Center parking area. Additional soil borings and/or Phase IB field testing are recommended for those portions of the archaeological APE where soil borings have not yet been completed and where new development is planned that would involve subsurface impacts. This would include the remainder of the Welcome Center parking area and building, portions of the internal connector drive from the main campus to the Calloway House, and locations on the property outside the main traffic loop slated for impacts such as additional parking, wetlands reclamation, or utility work. It is possible that soil boring data, if and when available for archaeological review, will obviate the need for full IB testing.

Potential historical period archaeological resources may be impacted by proposed Phase I elements located along the south side of Anderson Hill Road, including the Welcome Center parking lots and the maintenance area access drive. None of the Phase II or potential Phase III elements should impact any potential historical period archaeological resources.

Renderings of the proposed new construction associated with the PepsiCo complex, suggest that the viewshed surrounding the property will not be significantly affected because new building heights do not exceed existing building heights and the new buildings either are set back far enough from existing roadways or are shielded by trees so that that they will not be overly visible outside of the property.

The PepsiCo World Headquarters complex and the Calloway House complex both appear to meet the criteria of the NR for historic districts. The proposed glass atrium building in the center courtyard of the PepsiCo World Headquarters complex (Phase I). The proposed additions and pedestrian walkways for Buildings 2 and 6 (Phase II), and the proposed new buildings east of Building 2 (Phase III) will have an impact on the existing World Headquarters complex architectural resources. However, the impact of the atrium and the elevated pedestrian bridges, that will extend from the expanded complex, across the lawn to the loop road, will be mitigated to the extent possible by the use of transparent building materials. The choice of glass for the atrium building was designed to make the new space transparent, and merge the indoor space with the adjacent outdoor

courtyards. Equally important, when viewed from the site access road, the glass atrium would disappear into the backdrop of the existing buildings that it serves, resulting in a minimal impact on the existing architecture. The internal connector drive from the main campus to the Calloway House complex (Phase I), the only proposed action at the Calloway House complex, should have no impacts to the existing complex. The remaining structures on the project site do not appear to have any architectural significance and no further study of these structures is recommended.

The project sponsors have initiated contact with NYSOPRHP and will continue to do so if required by NYSOPRHP to determine how project impacts will affect potential historic resources.

14. Construction

Construction of the proposed Master Plan components would be expected to occur in three phases. The Donald M. Kendall Sculpture Garden and the Golden Path would remain open during construction. However, certain phases or aspects of the construction process could require limited closings of the Garden and the golden path from time to time for public safety reasons. Site preparation work would primarily involve the use of backhoes, dump trucks, material delivery vehicles, and debris removal vehicles. New construction work would primarily involve excavation equipment, material delivery vehicles, concrete pump trucks, cranes, scaffolding, man-lifts, and debris removal vehicles. The site parking and roadway work would involve the use of backhoes, dump trucks, delivery vehicles, graders, and paving equipment.

Construction workers would access the site via the temporary (or permanent access drives for Phase II and the Master Plan) access road off of Anderson Hill Road, and would park in the designated temporary parking area. Workers would then walk or carpool to the construction zones. Designated routes for shared use of existing roadways for construction vehicles would be established. Construction vehicle traffic would vary throughout the course of the work. Construction activities would typically be performed between 7:00am and 3:30pm, Monday through Friday, unless dictated otherwise by local code. Based on the progress of the work, at times it may be necessary for the work to start earlier/finish later and perform weekend work as permitted by local code.

Noise related to construction vehicles and operations would occur throughout the duration of the work. Noise disturbance would be most evident during the new construction work, particularly during rock removal, and to a lesser extent during foundation, structural frame, and building enclosure work. Air quality is not anticipated to be a concern due to the open nature of the work site, however, dust would be generated primarily during sitework activities such as roads, parking, and foundation excavation. A water spray would be used to control dust when necessary. Dust protection would be installed at existing building air intakes when necessary. Stormwater would be controlled by temporary means during sitework activities (roads, parking, etc.) and new building construction (foundation and structure) until permanent systems are installed. Designated routes for site entry/exit and shared use of existing roadways for construction vehicles would be established.

Through careful preplanning, all reasonable efforts would be made to minimize the impact of construction activities. Phasing and Logistics plans would be utilized to define the limits of the construction activity. Temporary fencing would be installed to isolate the construction zone from the site. Dumpster locations would be identified to efficiently manage the removal of debris from the site. Construction vehicles would be limited to designated entrances/exits, roadways and temporary access roads. Temporary control measures would be used to manage stormwater as required during the work.

Temporary pollution prevention measures would be used to control litter and construction debris on site. Throughout the construction of the proposed redevelopment, temporary control facilities would be implemented to control on-site erosion and sediment transfer. Interceptor swales, if required, would be used to direct stormwater runoff to temporary sediment basins for settlement. The sediment traps, if required, would be constructed as part of this project would serve as temporary sediment basins to remove sediment and pollutants from the stormwater runoff produced during construction.

Towards the completion of construction of proposed redevelopment, permanent sediment and erosion control measures would be developed for long term erosion protection.

C. Project Alternatives

Three Alternatives to the Proposed Action have been developed and analyzed. These Alternatives are as follows:

- Alternative A - No Action
- Alternative B – Maximum Allowable Development Under Existing Zoning
- Alternative C – Alternative Site Design

1. Alternative A – No Action

The No Action Alternative is required by SEQRA to be described in this DEIS as a benchmark against which the proposed project's impacts can be measured. In this case the No Action Alternative assumes that the site will remain in its current state, with none of the impacts of the proposed development. The No-Action Alternative assumes that the existing PepsiCo World Headquarters buildings would remain in its current condition on the project site. The existing Visitor's Center located at the eastern edge of the project site would remain as would the vacant buildings located on the former Datino Nursery property along Anderson Hill Road. No additional internal road connectors, or upgrading/expansion of on-site parking areas would occur. Several parcels along Anderson Hill Road would continue to be zoned R-1 and R-2, for residential use. No wetland or wetland buffer restoration would be proposed. Implementation of the No Action Alternative could involve the continued operation of the PepsiCo World Headquarters on the project site, however, it should be noted that without the expansion of the on-campus facilities, the future of PepsiCo in Harrison would be uncertain.

2. Alternative B - Maximum Allowable Development Under Existing Zoning

If the zoning map amendments were not approved, the project site could continue to be developed in accordance with existing use, bulk and area requirements within the existing

zoning districts. The portion of the project site currently zoned SB-100 could be developed with up to approximately four million square feet of office space. In addition, the parcels located along Anderson Hill Road, which are currently zoned R-1 and R-2 could be developed with as-of-right uses. Realistically, it is unlikely that PepsiCo would either develop the R-1 and R-2 parcels with the aforementioned permitted uses, or sell off the parcels for development. In addition, it is unlikely that PepsiCo would construct an additional approximately three million square feet of office space on the campus. However, it would be at PepsiCo's discretion to do so given existing zoning. Under this Alternative, the proposed Center Atrium, Building 2 and 6 extensions and the longer-term building additions would be implemented because they are located within the SB-100 in which these uses are permitted. In addition, an additional 3 million square feet of office space would be permitted and therefore is included in this Alternative. Because the proposed Welcome Center would not be permitted under the R-1 and R-2 zoning district regulations in the proposed location and would therefore not be constructed. Instead, single-family residential uses would be assumed to be constructed on those parcels located along Anderson Hill Road, which are currently zoned for residential use.

A summary of the impacts of Alternative is provided below.

1. Land Use and Zoning

If the proposed rezoning did not occur, those parcels along Anderson Hill Road could be developed with as-of-right uses and therefore the land uses along Anderson Hill Road would be significantly different from what currently exists both on-site and in the immediate vicinity. It should also be noted that the development of various residential and other non-office uses along this corridor of Anderson Hill Road, would not be consistent with goals stated in the Town's 1988 Master Plan Update, to retain consistency of actual land uses with land use regulations.

The proposed Welcome Center is neither an as-of-right use nor a permitted use in the R-1 zoning district and would therefore not be developed if Alternative B were to be implemented. Proposed landscaping and improvements to the stone wall along Anderson Hill Road would not occur if the properties were not rezoned.

Development of a total of approximately 4 million square feet of office space on the central portion of the campus (the area currently zone SB-100) would have a significant impact on the overall land use of the site. Such an increase in density would require the development of areas of the campus, which are currently open space or occupied by the Sculpture Gardens.

2. Visual Resources

Because the zoning along Anderson Hill Road would be not be amended, the proposed continuous stone walls along the perimeter of the property along Anderson Hill Road would not be provided. In addition, any landscaping and aesthetic treatment along the frontage of Anderson Hill Road as a result of the proposed Welcome Center would not be implemented. The inclusion of such landscaping

treatments as stone walls along the frontage of the properties is a stated goal in the Town's 1988 Master Plan Update to maintain the rural character of this area.

The visual impact of the proposed Center Atrium and Building 2 and 6 extensions would be the same as analyzed in Chapter III.B. Visual Resources, of this DEIS. However, a full-build out of the maximum allowable density on the SB-100 portion of the campus would have a significant impact on the visual environment. Such an increase in density would either require the development of areas of campus, which are currently reserved as open space, the Golden Path or the Sculpture Gardens, or would involve an increase in the height of the existing corporate office buildings. Both of these options would impact the visual character both of the project site internally, and also from the surrounding roads.

3. Soils, Topography and Steep Slopes

Implementation of Alternative B, should the project site be developed to its maximum allowable density, would impact existing topography, soils or steep slopes. New office development would likely require construction in areas that are currently reserved as open space. The potential as-of-right development of the parcels currently zoned R-1 and R-2 along Anderson Hill Road may also result in a potential temporary disturbance to existing site topography and soils. The impacts to soils, topography and steep slopes associated with the construction of the Center Atrium, and the Building 2 and 6 extensions, would be the same as analyzed in Chapter III.C of this DEIS.

4. Flora and Fauna

Significant additional office development on the PepsiCo campus in locations that are currently undeveloped may impact on-site flora and fauna. At minimum, the development would require the relocation and/or removal of trees, earthmoving, and the reduction of on-site open space. If the properties along Anderson Hill Road currently zoned R-1 and R-2 were to be developed with as-of-right uses, additional impacts to flora and fauna could occur, though these would be expected to be minimal. The proposed landscaping and aesthetic treatment along the frontage of Anderson Hill Road would not be implemented. Any impact associated with the implementation of Master Plan, would be the same as those discussed in Chapter III.D. Flora and Fauna of this DEIS.

5. Surface and Groundwater Resources

The implementation of Alternative B, with a total of 4 million square feet on the portion of the PepsiCo site currently zoned SB-100, may impact surface and groundwater resources due to the additional land area that would be committed to office development. If the properties along Anderson Hill Road currently zoned R-1 and R-2, were not rezoned, any wetland and wetland buffer restoration proposed in the Master Plan would not occur. Any impacts and mitigation measures for surface and groundwater resources, which would result from the implementation of components of the Master Plan are described in detail in Chapter III.E. of this DEIS.

6. Stormwater Management, Water Supply and Sanitary Sewerage and Other Utilities

The construction of a total of approximately 4 million square feet of office space in the SB-100 portion of the campus would create significant additional demand for potable water and wastewater treatment. Additional demand for electricity or cable would also be created under Alternative B.

7. Traffic, Transportation and Parking

An increase in on-campus office space would result in a significant increase in the amount of required on-campus parking to accommodate approximately 4 million square feet of office space. It is likely that parking structures would be necessary to accommodate this increased demand. In addition, a near tripling in the size of the on-site development would result in additional traffic generated on local and regional roadways. If the parcels along Anderson Hill Road were not rezoned, the proposed Welcome Center could not be constructed. Upgrades to or reconfiguration of the on-site-parking areas, including the Welcome Center parking area would not occur if Alternative B were implemented. Buses and tour vehicles destined for the Visitor's Center would continue to occupy several spaces within the existing parking areas.

8. Air Quality

As previously noted, the provision of approximately 4 millions square feet of office space would create additional traffic to the project site, impacting on and off-site air quality.

9. Socio-Economic Impacts

Implementation of Alternative B would involve the continued operation of the PepsiCo World Headquarters on the project site, construction of the Center Atrium and the Building 2 and 6 extensions, additional components of the Master Plan and the construction of an additional approximately 3 million square feet of office development. Socio-economic benefits resulting from additional tax revenue generation, construction employment and expenditures would be expected to be higher than those presented in Chapter III. K. Socio-Economic Impacts. However, Alternative B would not include the development of the new expanded Welcome Center and the associated cultural and fiscal benefits. In addition, such a significant increase in on-site office population may require additional services from local providers including the Harrison Police and Fire Departments, which may result additional costs to the Town.

5. Community Facilities

a. Police, Fire and Emergency Services

If the properties along Anderson Hill Road were developed with as-of-right uses, additional emergency services may be required, but the increased demand would be offset by the elimination of the Welcome Center. However, the construction of approximately three million square feet of additional office space may result in increased demand to community service providers.

b. Solid Waste

The construction of approximately 3 million additional square feet would result in an increase in the generation of solid waste and recycling. However, as is currently the case, PepsiCo retains a private carter to handle their solid waste and recycling disposal. It is assumed that sufficient capacity would be available at a solid waste and recycling management facility to accommodate this increase.

6. Historic and Cultural Resources

Construction of additional office space may be located in areas that have not been previously disturbed – and are outside the limit of disturbance line identified for the Master Plan. Development within the SB-100 portion of the campus and of the parcels along Anderson Hill Road could require additional testing for archeological/cultural resource sensitivity.

7. Construction

If the properties currently located within the R-1 and R-2 zoning districts along Anderson Hill Road, were to be developed with as-of-right uses, some short term construction impacts would occur, including truck traffic along Anderson Hill Road. None of these impacts would be expected to be significant. However, construction of approximately 3 million additional square feet of office space would result in additional short and long-term construction impacts including additional earthmoving, and truck traffic along Anderson Hill Road and potentially Lincoln Avenue. If no development were to occur within those parcels along Anderson Hill Road, no construction impacts would be expected, however, it should be noted, that no clean-up or additional landscaping would occur along the campus road frontage. Any construction related impacts associated with the development of the Master Plan are fully described in Chapter III.N. of this DEIS.

3. Alternative C- Alternative Site Designs

Alternative C would include all of the components of the Proposed Master Plan, including the rezoning of the parcels, the Center Atrium, Building 2 and 6 extensions and approximately 90,000 square feet of additional office space to be built in future phases of Master Plan implementation. The difference in site design between Alternative C and the proposed Master Plan is that Alternative C does not include the Calloway Connector, nor would it include a new Welcome Center. This Alternative assumes that the existing Visitor's Center would remain in its current location, with no expansion or improvements.

Alternative C would be expected to have many of the same environmental impacts as the Proposed Action and additional variations as described below.

a. Land Use and Zoning

Alternative C proposes that the existing Visitor's Center would remain in its current location and configuration. The Visitor's Center is a "public" building on the "private" corporate campus. The provision of additional exhibition, gathering and information space in the proposed Welcome Center would be an important public

amenity offered by PepsiCo to the approximately 150,000 annual visitors to the Donald M. Kendall Sculpture Gardens. As noted, the current Visitor’s Center is inadequate in size, configuration and location to serve campus visitors. The location of the Visitor’s Center at the rear of the campus creates a situation where visitors travel through the corporate or “private” components of the campus to arrive at the existing Visitor’s Center, which does not have the space, nor the design to provide adequate services to the visiting public.

b. Traffic, Transportation and Parking

Alternative C would not include the internal connection drive from the main campus to the Calloway House property located off of Lincoln Avenue, which would have provided for more efficient internal traffic flow and removal of vehicles from local roads. Provision of the Calloway Connector would provide a means of access from the interval PepsiCo site eliminating the needs for visitors to check-in at the Main Gate and then drive back out to Lincoln Avenue to access the Calloway House.

Alternative C does not include the new Welcome Center and associated separate gate controlled entry drive from Anderson Hill Road. The estimated 150,000 annual visitors to the Donald M. Kendall Sculpture Gardens would continue to utilize the main PepsiCo entrance drive and travel through the campus to designated visitor parking areas. As previously noted, this intermingling of the public and private components of the PepsiCo World Headquarters campus presents an existing security concern. If Alternative C were implemented, this security concern would persist. Further, the parking lot provided at the Visitor’s Center cannot accommodate demand for bus parking or turn-around and therefore many of the parking spaces reserved for PepsiCo employees or visitors to the corporate campus are occupied by tourist buses.

D. Reviews and Approvals

**Table I-1
Required Permits, Reviews and Approvals**

Agency	Permits and Approvals
Harrison Town Board	Zoning Text Amendment Zoning Map Amendment
Harrison Planning Board	Master Plan/Site Plan Approval Wetlands Permit Approval Steep Slopes Permit Approval
Westchester County Department of Health	Sewer Extension Permit
Westchester County Department of Environmental Facilities	Sewer Connection Permit
Westchester County Department of Public Works	Curb Cut Left Turn Lane
Westchester County Department of Planning	Review pursuant to GML 239M
New York State Department of Environmental Conservation	SPDES Permit for stormwater discharge