

## **V. ALTERNATIVES**

---

### **A. 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.

An analysis of the impacts of the No Action Alternative is as follows:

#### **1. Land Use and Zoning**

Maintaining the use of the proposed project site with the existing PepsiCo World Headquarters, Donald M. Kendall Sculpture Gardens would have no specific short-term impact on land use. However, the No Action Alternative would not include the rezoning of several parcels along Anderson Hill Road from residential zoning districts to the SB-100 Zoning District. In terms of zoning, the No Action Alternative 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. In addition, although the parcels proposed for rezoning are not currently developed with residential uses, their current zoning designation would allow it. The No Action Alternative would involve the continued residential zoning designation of these parcels with residential uses.

#### **2. Visual Resources**

Under the No Action Alternative, the project site would remain in its current state, with no additional structures, and no improvements to the campus frontage along Anderson Hill Road or on Lincoln Avenue. Additional, continuous stone walls along the perimeter of the property along Anderson Hill Road would not be provided. The No Action Alternative would not provide the anticipated positive benefit of additional landscaping and aesthetic treatment along the frontage of the property and would not be consistent with goals stated in the 1988 Master Plan Update to maintain the rural character of this area of the Town of Harrison.

#### **3. Soils, Topography and Steep Slopes**

The No Action Alternative assumes that the project site would remain in its current state, resulting in no impact to soils or geology on the project site.

#### **4. Flora and Fauna**

The No Action Alternative would have no impact on flora and fauna.

## 5. Surface and Groundwater Resources

The No Action Alternative would have no impact on surface and groundwater resources on the project site. Additional wetland and wetland buffer restoration proposed in the Master Plan would not occur.

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

The No Action Alternative would have no impact of the provision of or demand for all required site utilities including potable water, wastewater, electricity or cable.

## 7. Traffic, Transportation and Parking

The No Action Alternative would result in no changes to the existing internal roadway network, parking areas or access/egress points. No upgrades or reconfiguration to the on-site-parking areas would occur in association with the No Action Alternative. Buses and tour vehicles destined for the Visitor's Center would continue to occupy several spaces within the existing parking areas.

Many of the visitors bound for the Calloway Parcel would continue to circulate through the main campus driveway for security check and then back to Lincoln Avenue to the Calloway House access drive. No reduction in traffic on Lincoln Avenue would be anticipated.

No additional office space would be constructed and therefore no measurable increase in on-site employee population would be expected to occur. No additional vehicular or pedestrian traffic associated with the office expansion, would be expected to occur.

## 8. Air Quality

The No Action Alternative would have no impacts on the existing on-site air quality or on the air quality on adjacent parcels.

## 9. Socio-Economic Impacts

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. It should also be noted that additional tax ratables associated with the new buildings and site improvements would be forgone with the No-Build Alternative.

## 10. Community Facilities

### a. Police, Fire and Emergency Services

Maintaining the current levels of usage, parking configuration and office population would have no impact on the demand for emergency services to the project site. However, certain fire safety improvements included as part of the Proposed Action may not be implemented in the No Action Alternative.

b. Solid Waste

The continued operation of the PepsiCo campus at current employee and visitor population levels would not be anticipated to have an impact on solid waste generation or collection services within or from the project site.

11. Historic and Cultural Resources

Under the No Action Alternative, the project site would remain developed as at present. The No Action Alternative would have no impact on the cultural or archeological resources located on the project site.

12. Construction

The No Action Alternative would not involve any new building construction and would therefore not be anticipated to generate any short or long term construction-related impacts.

**B. Alternative B - Maximum Allowable Development Under Existing Zoning**

Approximately 112 acres (74 percent) of the project site is zoned SB-100 (Special Business), in which business offices such as PepsiCo's world headquarters are a principal permitted use. The remainder of the project site is located within the R-1 (approximately 15 acres) and R-2 (approximately 25 acres) One-Family Residence Districts. 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, which encompasses the majority of the site. The 22 acre Calloway Property, which is currently zoned R-2, is not proposed to be rezoned.

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. Realistically, it is unlikely that PepsiCo would either develop these parcels with the aforementioned permitted uses, or sell off the parcels for development. 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. However, 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.

Table V -1 presents the maximum allowable development under existing zoning:

**Table V-1**  
**Alternative B - Maximum Allowable Development Under Existing Zoning**

<b>EXISTING</b>	<b>ACRES</b>	<b>SF</b>	<b>Lot Coverage</b>	<b>Height (Max)</b>	<b>Max # of Lots</b>
TOTAL IN SB-100	112.205	4,887,669	10%	4 story	NA
TOTAL IN R-1	15.101	657,802	15%	2.5 story	15
TOTAL IN R-2**	24.876	1,083,690	10%	2.5 story	1

\* Total SF/43,560

\*\* The acreage of the existing R-2 parcels includes the approximately 22 acre Calloway Property parcel, which is not proposed to be rezoned as part of the Proposed Action.

\*\*\* Only Tax Lot 1 is proposed to be rezoned.

### 1. Land Use and Zoning

Maintaining the current R-1 and R-2 zoning designation of the lots located Anderson Hill Road would have an impact on land use, both on site and in the surrounding area. 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.

**C. Alternative C- Alternative Site Designs**

The first step in preparing the proposed Project Renew Master Plan involved a site analysis to identify opportunities and constraints on the project site. The site constraints included identifying non-buildable areas due to environmental features such as wetlands, steep slopes, floodplains, etc. and also man-made or build features, such as the “P” Pond, the Golden Path and the Sculpture Garden. The site opportunities analysis included identifying potential areas for building expansion. A key goal for any expansion at the PepsiCo World Headquarters is respecting the design intent and the thought and care that have gone into maintaining the integrity of the campus since its inception. Achieving that goal meant minimal interruption to ongoing campus activities, limited disturbance to the Golden Path and the Sculpture Garden, and respecting the natural topography, wetlands and other environmental features on the site. As such, though expansion of the office space is essential to the future well-being of the Pepsi World Headquarters, the potential building areas are severely limited.

As such, several iterations of the Master Plan site design were prepared in advance of deciding on the Proposed Action. For example, initial design concepts considered the wooded area, just north of the Calloway parcel as a potential building or parking area. This location was eliminated quickly both because it would have required significant tree removal, and also

because of the high potential for additional structures in this location to be visible from Lincoln Avenue. Another potential building location was just south of Building 5, though encroachment into the wetland buffer and the Golden Path would have been inevitable.

Another possible alternative was to eliminate a new Welcome Center and continue to direct visitors to the existing structure located deep within the site at the end of an existing parking lot. This alternative was rejected given the shortcomings of the location in terms of security, bus access, and disruption to existing employee parking. Hence, it was determined that realistically, the only viable locations for additional structures were incorporated into the proposed Master Plan.

Another component of the Master Plan that was considered is the Calloway Connector. Currently, no internal connection exists between the Calloway access drive and the PepsiCo loop road, with the exception of gravel trails used by maintenance personnel. Phase I of the proposed improvement includes the construction of an internal connector drive, which will provide a bridged crossing over existing wetlands and then generally follow the alignment of an existing gravel path. This will allow vehicles to access the Calloway House from the PepsiCo loop road (and vice versa) without having to exit the site and travel on Lincoln Avenue. Alternative locations for the connector were considered, but rejected in favor of the proposed plan that utilizes an existing gravel path.

Because of the significant site constraints discussed above, the only viable Alternative is that which is proposed in the Master Plan and is fully analyzed in the body of this DEIS. The only variable components are the provision of the Calloway Connector and the new Welcome Center.

In sum, 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 only 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.

#### 1. 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.

## 2. Visual Resources

Alternative C would not include the new Welcome Center and its associated gate controlled entrance drive from Anderson Hill Road, or any of the associated signage, landscaping improvements or additional stone walls, along the Anderson Hill Road frontage.

## 3. Surface and Groundwater Resources

Alternative C would not include the construction of the new Welcome Center or the Calloway Connector and therefore any disturbance to existing watercourses and buffer areas associated with that component of the Master Plan would not occur with Alternative C. Subsequently, no additional wetland buffer mitigation associated with this Alternative would be provided.

## 4. 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.

This Alternative would also 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.