

## FAQs – Vol. 2

### HIGHLAND INNOVATION CENTER

557 Highland Avenue  
Needham Heights, MA 02494

On December 15, 2021, 557 Highland, LLC, an affiliate of The Bulfinch Companies, Inc., (“Bulfinch”) purchased the property at 557 Highland Avenue formerly owned by the Muzi auto dealership and carwash. Bulfinch completed the demolition of all of the former Muzi buildings in February 2022. Bulfinch now proposes to redevelop the property by building approximately 500,000 square feet of office/laboratory/R&D space in two new buildings, with approximately 10,000 square feet of retail/restaurant/amenity space, and a standalone parking garage (the “Project”). This is the second volume of FAQs providing answers to questions that have been asked of the Project team during the course of introducing this Project to town officials, neighbors, the community at large, in particular during the third and fourth public (Zoom) meeting to discuss the Project, on Wednesday, May 4, 2022 and Thursday, May 12, 2022.

Two more (Zoom) public meetings are scheduled for Thursday, May 19, 2022, and Tuesday May 24, 2022, each at 7:30 p.m. The May 24 meeting will focus on answering traffic-related questions.

#### **PROJECT DESCRIPTION QUESTIONS**

1. ***Would you be willing to plant more trees around the project’s perimeter, particularly along Gould Street and Highland Avenue, to screen the neighborhoods?***

Yes. We plan to plant a variety of trees, shrubs, and flowering plants around the entire site perimeter, to soften the Project’s edges and provide shade for those using the walking path and exercise stations. Additional trees also will help retain stormwater and further reduce any heat island effect. These plantings will need to respect site lines for vehicles, bicyclists, and pedestrians arriving at or departing from the site. They also will need to be compatible with the Project’s other public-focused elements such as the courtyard area in front of the retail/restaurant space and atrium, pickleball courts, and seasonal recreation opportunities.

2. ***Who will your tenants be?***

Bulfinch does not yet have any tenants for the Project. We are not yet in negotiations with any potential tenants for the Project. Given the time it will take to complete the permitting process, finalize design, construct the buildings, and design and construct the interior tenant spaces, it is too soon to begin marketing space for lease without having any of the required permits and approvals required for buildings.

The buildings will be designed to accommodate either a single tenant, such as corporate headquarters or a larger office/life sciences/R&D tenant, or multiple office or laboratory/R&D tenants. Even if a single life sciences or other R&D tenant were to occupy the entire Project (other than the retail/restaurant space), Bulfinch expects that at least fifty to sixty percent of the gross floor area would be used for office space, with the remainder used for laboratory, R&D, and support space, consistent with the typical mix for most office/life science tenants.

3. ***What kinds of trees, shrubs, and flowers will you plant?***

The perimeter landscaping buffers required by the recent rezoning provide us with opportunities to create interesting green and open spaces. We will plant large shade trees, including pin oaks and lindens along these areas. These trees will typically have a caliper of 3 ½-4 inches when planted; Bulfinch does not plant saplings that would take many years of growth to reach significant size. Between the trees, we will plant a variety of flowering shrubs and ground flowers, including roses, hydrangeas, lilacs, and wildflowers. Plants with different flowering seasons will be selected, to provide color and interest throughout the growing season. Wildflowers will be planted in open areas not intended for recreational use, to provide habitat for birds and pollinators.

Portions of the roofs will be green, with wildflower plantings that reduce the heat island effect and provide habitat for birds and pollinators.

Landscaping will be selected to minimize the need for irrigation. Stormwater will be captured in a cistern adjacent to the garage and in a stormwater retention pond at the northeast corner of the property (spanned by a viewing bridge connected to the perimeter exercise path). Captured stormwater will be used for irrigation and as graywater for the buildings' bathroom fixtures.

### **LIFE SCIENCES USER QUESTIONS**

4. ***What kind of safety training will laboratory workers have?***

At a minimum, laboratory workers would receive safety training upon being hired to work in a specific laboratory, with annual refresher training. Many of the scientists and other workers will have received additional safety training in the course of their education, and will receive additional, specialized safety training as warranted.

5. ***How will laboratory materials be shipped to the site?***

The transportation of biologic and chemical materials used in life science research and other R&D is regulated by agencies including the United States Department of Transportation and the International Air Transportation Association. For example, USDOT regulations specify the packaging materials and labelling to be used for shipping such materials. The companies and

individuals involved in transporting the materials must be properly licensed and trained. Tenants must have an appropriately trained individual(s) to be allowed to receive and store the materials.

**6. *Will animals be used in the laboratories?***

Unlikely. Bulfinch does not yet have any tenants for the Project and has not begun discussions with prospective tenants. The buildings could be occupied by a corporate headquarters or other user without any laboratory component. The current plans do not include a vivarium (animal holding facility). If a future tenant were to require a vivarium, it would be limited to small animals such as mice or rats. Life sciences companies are increasingly finding ways to reduce the amount of animal testing required for product development, and often outsource the animal testing that is required to third parties.

**7. *What kinds of materials will be used or experimented on in a typical life sciences laboratory?***

Life science research laboratories typically use small quantities of the biologic materials they are studying, and of the chemicals and reagents used to study those materials. By contrast, a hospital laboratory typically would hold a wider variety of biologic materials being tested. And the former Muzi automobile body shop would have stored paints, chemicals, and other materials in much larger quantities than would be present in a typical life science laboratory. Life science laboratories are categorized into four biosafety levels (BSLs) as specified by the Centers for Disease Control and Prevention (CDC), which reflect the nature and quantities of the materials being studied and the minimum containment protocols that must be followed.

BSL-1 involves work that is of low or no risk to the workers or others. It includes DNA sequencing and protein extraction. No additional personal protection equipment (PPE) is required beyond usual the laboratory gloves, eye protection, and lab gown. This research is usually done on an open bench. Lab personnel receive specific training in the procedures conducted in the lab and are supervised by a scientist(s) with training in microbiology or a related science.

BSL-2 involves work that may pose an increased risk to individual workers, and includes work with human blood and cells, *Salmonella* bacteria, and gene therapy research. It does not involve work with airborne pathogens. Any work that could produce aerosols is done inside containment such as a biosafety cabinet (these are areas featured on TV shows like the CSI series where a worker reaches under a barrier to conduct activities in a confined space with negative pressure drawing air from the room and exhausting it through a series of filters). In addition to the protections for work that could produce aerosols, BSL-2 differs from BSL-1 primarily in that: (i) lab personnel receive specific training in handling pathogenic agents and are supervised by scientists

competent in handling infectious agents and associated procedures and (ii) access to the lab is restricted when work is being conducted.

BSL-3 involves work with larger volumes of bloodborne pathogens and infectious agents and/or pathogens and agents that can cause serious illness if inhaled, such as *Influenza*, the SARS-CoV-2 virus, and *mycobacterium tuberculosis*. These facilities are not built on spec due to the specialized and expensive nature of the design required to prevent release of aerosols. They typically are a lab within a lab, e.g., a small room (~100-200 sf) within a BSL-2 laboratory. These facilities have limited access, layers of air filtration, specialized sanitation protocols, and negative pressure systems to maintain protection for personnel inside the lab and to protect those outside the lab. BSL-3 labs are not very common.

BSL-4 involves work with the most serious pathogens, such as the Ebola virus, and requires the highest level of containment with special engineering requirements, respirators for all lab personnel, and other precautions. The only BSL-4 facility in New England is the Boston University laboratory in Boston. This Project will not include any BSL-4 space.

**8. *Where will laboratory wastes be stored while awaiting pickup?***

All laboratory waste, whether biological, chemical, low-level radioactive, or otherwise, will be stored in a dedicated room(s) in the building(s). Laboratory waste storage rooms are designed to safeguard the rest of the building, and the areas outside the building, from any potential hazards associated with the waste. A licensed disposal vendor will pick up the wastes at predetermined times, when a waste room is nearing capacity, or at an interval specified by the governing regulations or a permit condition, as applicable. The vendor will remove the materials from the site and transport them to a licensed facility for treatment and disposal. The handling, transportation, treatment, and disposal of laboratory wastes is highly regulated at the state and federal levels.

**9. *Will there be secondary containment of laboratory wastes?***

Yes. Laboratory wastes are collected in leakproof containers as they are generated. The type of container varies with the type of waste. For solid biological waste, containment may be in the form of a sealed bag within a cardboard box or plastic container. For liquid chemical waste, containment may be in the form of a capped bottle placed inside a plastic container that would contain the liquid if the bottle were to leak. All laboratory spaces and waste storage rooms will be provided with spill containment and materials, such as absorbent materials to clean up liquid spills. Waste storage rooms will have raised door sills and other engineering features to prevent a leak or spill from escaping.

**TRAFFIC AND PARKING QUESTIONS**

10. ***Have you considered having the main entrance to the site off Highland Avenue rather than off Gould Street? This might ease traffic concerns on Gould Street, Noanett Road, and Hunting Road.***

The proximity to the exit ramp from Route 128/I-95 southbound would make this extremely dangerous. Offramp traffic would have to weave through vehicles heading westbound on Highland Avenue, some of which would want to turn right across exiting Route 128/I-95 traffic into the site. Vehicles exiting the site could not turn left, as that would require a second stop light too close to the Gould Street intersection. So, traffic returning to Route 128/I-95 would need to either (i) turn right onto Highland Avenue westbound and then find a way to U-turn or (ii) exit onto Gould Street and navigate the current Gould Street intersection with Highland Avenue.

Muzi's Highland Avenue curb cut was used only for dealership deliveries, not for general traffic. MassDOT reportedly required Muzi to abandon the Highland Avenue curb cut as part of the state's Highland Avenue improvement project. MassDOT would not allow a curb cut at this location, which is within the state's layout of Highland Avenue. Needham's rezoning of the area also contemplated the closure of the Highland Avenue curb cut.

11. ***Will the Project's traffic worsen the already congested situation on Highland Avenue during much of the day? Shouldn't you add a lane to Highland Avenue?***

MassDOT studied Highland Avenue extensively before embarking on the current project to improve Highland Avenue from west of the Project site across Route 128/I-95 into Newton. The state determined that widening the road was not warranted, and opted instead to add bicycle lanes, improve signalization, and other improvements. Our planned improvements to Gould Street from its intersection with Highland Avenue to north of the Project site will let traffic turning right from Highland Avenue onto Gould Street move through the intersection quicker, lessening congestion on Highland Avenue. The additional queueing and turning lanes on Gould Street will reduce traffic backups caused by congestion in that area.

12. ***Would you consider constructing a separated bicycle path rather than adding a bicycle lane to Gould Street?***

That Gould Street will be a segment within a larger bicycle travel network presents a challenge to such a design. MassDOT recently rebuilt Highland Avenue in the vicinity and across Route 128/I-95, with bicycle lanes next to the vehicle travel lanes. Similar bicycle lanes are planned for Needham Street in Newton. We want to incorporate Gould Street bicycle lanes into that network, and to anticipate future bicycle lanes along Gould Street, potentially

connecting to the former railroad right-of-way. Given the number of turning lanes at Gould Street's intersections with Highland Avenue, at the Project site (and Wingate complex), and with TV Place, true separation that does not isolate bicyclists from turning opportunities would be exceedingly difficult. And it would be, at best, just for the stretch of Gould Street along the Project site. North of TV Place, separate bicycle lanes or a path would require the town to take strips from people's front yards to expand Gould Street.

13. ***Can you provide protected bicycle lanes at the intersections with the site and Highland Avenue?***

Please see the answer to the previous question.

14. ***Have you considered adding turning lanes on Gould Street?***

Yes. Our plans to widen and reconfigure the portion of Gould Street adjacent to the Project site include a dedicated right turn lane into the site at the intersection across from Wingate, and a second, dedicated right turn lane onto TV Place. The proposed street widening will expand Gould Street onto the edge of the Project site and will not involve any taking of private land on the other side of Gould Street.

Bulfinch proposes to add a left turn lane on the westbound side of Central Street at Gould Street so that people queueing to enter Gould Street will not backup westbound traffic. There is not sufficient room to add other dedicated turning lanes at this intersection without the town taking portions of front yards from adjacent residences. Also, the sidewalks at this intersection will be brought up to ADA standards.

We believe that the addition of a traffic signal at the intersection of Central Avenue and Gould Street will provide sufficient breaks in the Central Avenue traffic flow for northbound Gould Street traffic to turn right or left onto Central Avenue. Queues at this location currently are typically less than a half dozen cars. Although the Project will add a car or two to this queue, the traffic signal that Bulfinch will add at the intersection of Central Avenue and Gould Street will provide gaps to let all these cars pass through the intersection in a timely manner. This should significantly reduce, if not eliminate, the interest in using Arnold or Beech Street as a cut through to Central Avenue.

15. ***How can traffic to and from the former Muzi dealership and car wash, which occurred throughout the day and on weekends, be properly compared to the project's anticipated office/life sciences traffic, which will have peak morning and late afternoon rush hours?***

Our traffic consultant, Vanasse Hangen Brustlin, Inc. (VHB) compared peak hour trips for the Muzi dealerships, car wash, service center, body shop, etc., using pre-Covid trip counts, to the Project's projected numbers. Weekend traffic at the Project's planned office/life sciences buildings should be much lower than

during Muzi's operations because all of the weekend car buying, car service, and car washing trips have been eliminated. Few office/life science workers go to their offices/labs on the weekends. VHB took modest credits for the elimination of Muzi traffic during what will be the Project's peak weekday hours. The proposed traffic mitigation measures, including widening Gould Street and adding two traffic signals are designed to minimize any adverse impacts of the Project's traffic volumes on the surrounding roadway network.

16. ***If the net number of vehicle trips is 560, why are you proposing 1,355 parking spaces? Isn't this building the empty parking garage that you don't want?***

Five hundred sixty is the peak hour number of vehicle trips on the adjacent roadways, for example between 7:30 and 8:30 a.m. Peak hour numbers are used to evaluate and understand the Project's impacts on traffic volumes on nearby roadways. We believe these projected numbers, derived from Institute of Traffic Engineers standards, are 15-20% higher than what will actually occur.

Not everyone arrives or departs the site during a single peak hour, but everyone driving to the site will need a parking space. Particularly in the life sciences community, people commute on differing schedules. The number of parking spaces provided is driven by (i) employee density, visitors, etc. and (ii) zoning requirements. We are asking the Planning Board to grant us a special permit to reduce the number of parking spaces from the ~1,700 that zoning would require to the ~1,408 that we think will be more than adequate.

17. ***The traffic study shows an 8% increase in traffic at the intersection of Central Avenue and Cedar Street, next to an elementary school***

The traffic study shows that 8% of the peak hour vehicle trips related to the Project will pass through the intersection of Central Avenue and Cedar Street, not an 8% increase in the traffic through that intersection. The traffic study predicts 26 new vehicle trips on Central Avenue during the morning peak hour and 25 new vehicle trips during the evening peak hour. This equates to one new vehicle approximately every two and a half minutes. The traffic study predicts 15 new vehicle trips on Cedar Street during the morning peak hour and 13 new vehicle trips during the evening peak hour. This equates to one new vehicle approximately every four minutes. These additional vehicle trips are not expected to adversely affect traffic safety on these roads, or at the intersection, or for the elementary school-related traffic. The morning peak hour will occur during 8:00-9:00 a.m., *i.e.*, only partially overlap the time when parents and busses are bringing children to the school. And the evening peak hour will occur during 4:15-5:15 p.m., well after school is dismissed for the day.

18. ***Cedar Street to Central Avenue is a popular cut through to avoid Route 128***

People use Central Avenue and Gould Street to access Route 128/I-95. We understand that. MassDOT's recent improvements, including the addition of a fourth lane in either direction and the new Kendrick Street intersection have reduced congestion on Route 128/I-95, which lessens the desire for cut through alternatives.

19. ***Do you anticipate cut through traffic from Route 9, which would pass by a Wellesley elementary school and the Elliot elementary school in Needham on the way to the site?***

The traffic study predicts approximately 15 vehicle trips on Cedar Street heading to the Project site during the morning peak hour, and approximately 13 new trips heading back on Cedar Street during the evening peak hour. Some of these trips will be coming from or returning to Route 9, others from/to other points of origin to the north and west of the Project site. The peak hour volume on Cedar Street equates to approximately one vehicle every four minutes, which would have negligible impact on traffic going to/from either school.

20. ***Who will be responsible for maintaining the traffic sensors, traffic signals, and other traffic improvement infrastructure after construction?***

The sensors, traffic signals, and controllers will be owned by the Town of Needham and maintained by the Department of Public Works. The Project's annual real estate and personal property taxes will be significantly greater than those of the former Muzi dealership and car wash. These increased revenues will be available to the Town for a number of uses, including to cover the costs of occasional maintenance of the traffic infrastructure.

21. ***How will you persuade employees and visitors to commute to this relatively suburban site by means other than single-occupancy vehicles?***

Bulfinch will implement, and require tenants to participate in, a comprehensive transportation demand management (TDM) program. Elements of this TDM program will include providing an information sharing platform for people seeking to carpool to identify potential fellow carpoolers, and providing carpool only parking spaces; funding an EV shuttle between the Project site and the MBTA Needham Heights commuter rail station; providing secure, covered bicycle parking and employee showers for those commuting by bicycle; and requiring tenants to subsidize employee transit passes.

## **NEIGHBORHOOD IMPACTS QUESTIONS**

22. ***Will light from the buildings' windows, the atrium, the parking garage, etc. be visible to neighbors?***

The buildings are being designed to minimize light impacts on the site, the adjacent roads, and nearby properties. As required for LEED certification, all

offices and public spaces will have motion sensors that will turn off overhead lighting when the spaces are vacant. A certain amount of life safety lighting will be illuminated at all times, as required, but will be designed and located for minimum visibility outside the buildings. Lighting in the parking garage and exterior to the buildings will be selected to not shine upward (supporting dark skies) and with cutoff shielding to direct light only to where it is needed and to avoid glare.

23. ***How will cut through traffic on Hunting Road during rush hour be deterred?***

MassDOT's 2018 project added a lane in each direction on Route 128/I-95 south of Wellesley, added a new interchange at Kendrick Street, and reconstructed the interchange at Highland Avenue. Consequently, significant volumes of traffic that used to exit on Highland Avenue and then take a left onto Hunting Road now exits Route 128 at Kendrick Street. Hunting Road is an arterial road, making it harder to deter use by those who are not local nonresidents. Possible mitigation measures we are exploring with the Town include:

- Speed limit signs with embedded radar displaying actual speed.
- Intermittent police details to enforce the speed limit.
- Traffic monitoring to better identify timing and volumes of cut through traffic.
- Adding traffic signage to deter cut through traffic.

24. ***How will you deter cut through traffic on Noanett Road during rush hours?***

We believe that the traffic flow improvement measures proposed for Gould Street will reduce congestion, thereby reducing the incentive for drivers to seek alternate, cut through routes. We are proposing several measures to deter cut through traffic on Noanett Road:

- Signalizing intersection with Central Avenue to reduce traffic backups that are encouraging drivers to seek alternate routes.
- Installing "Do Not Enter" during the hours of 7:00-10:00 a.m. and 3:00-6:00 p.m. signs, limiting entry to residents.
- Paying for the Needham Police Department to station an officer to ticket violators during the first three months after the Project opens, and from time-to-time thereafter as needed to reinforce "Do Not Enter" message.
- Reconfiguring the sidewalk ramps to accommodate handicapped accessibility and adding bicycle lanes on Gould Street to calm traffic on that road, which should discourage drivers from cutting through.
- Installing "Blind Driveway" and "Slow Children" signs as appropriate.

## PUBLIC BENEFITS QUESTIONS

25. *Please provide further detail of the expected tax benefits to Needham from the project.*

The Project will generate over five million dollars in annual additional real estate and personal property tax revenues for the Town of Needham.

Mark J. Fougere, AICP, of Fougere Planning & Development, Inc. prepared a fiscal impact analysis of the Project, using a Marginal Cost Approach which examines the Project's likely effects on various town departments. The primary municipal impacts are expected to be slight increases in the demands for the Town's emergency services, particularly the fire and police departments. As the Project will not involve a residential component, it will not create school related impacts, and all parking and trash disposal will occur on-site without municipal involvement.

After construction, the Project will pay an estimated \$4,903,473 in annual real estate property taxes, based on Needham's current commercial property tax rate of \$26.43 per \$1,000 of assessed value. For comparison, in 2021, under Muzi ownership the property had an assessed value of \$10,017,918, which generated annual real estate property taxes of approximately \$264,774. The Project will increase Needham's annual commercial property tax assessments by ~18.7%.

Permitting, construction, leasing, and tenanting of the Project will take a few years, during which time property values are expected to continue to increase, with a corresponding increase in the Project's property taxes. Based on emergency services call data for comparable life sciences buildings, the Project is expected to generate approximately 34 police calls and 13 fire/ ambulance calls annually. For comparison, the Needham Fire Department and Police Departments responded to 4,073 and 48,930 calls, respectively, in 2020. Based on those department's budgets and call rates, a conservative estimate of the increased costs to respond to emergency services calls generated by the Project is on the order of \$50,000 per year.

In 2004, the voters of Needham adopted a 2% surcharge on property taxes under the Massachusetts Community Preservation Act (CPA). CPA funds are managed by the nine member Needham Community Preservation Committee, which allocates the funds for community housing, open space, and historic resource preservation projects. Community housing generally receives the lion's share of Needham's CPA funds. The projected \$4,903,473 in annual property taxes would result in an annual \$98,069.46 CPA surcharge.

Just as towns assess excise taxes on an individual's motor vehicle, they assess personal property taxes on commercial entities' motor vehicles, equipment, and furniture. Based on a review of personal property tax assessments for life

science tenants in Woburn and Cambridge, Mr. Fougere estimates that life science tenants generate approximately \$25 in personal property taxes per square foot of gross floor area. So, if the entire Project is occupied by a life science tenant(s) additional personal property taxes of ~\$328,191 would be generated.

Finally, although not technically a tax, the Project will need a building permit, for which the fee (based on building costs) is expected to be ~\$4,000,000.

## **SUSTAINABILITY / CLIMATE CHANGE QUESTIONS**

### **26. *How will you reduce the Project's carbon footprint?***

The Project's design includes a variety of sustainability/resiliency design elements to reduce the Project's carbon footprint from construction and during operation. Embodied carbon will be reduced through the selection of building materials that require less energy (carbon) to manufacture and transport, and for end-of-life disposal. Building product selections will consider the amounts of embodied carbon in various materials, favor recycled content, use Forest Stewardship Council (FSC) wood, and select low volatile organic compounds (VOCs) products for paints, carpets, etc. Over 80% of construction and demolition waste will be diverted for reuse rather than landfilling.

The Project's design includes measures to reduce heat island effects by providing green area open spaces and using green roofs. High performance building envelope and mechanical systems will be used throughout. A hybrid electric heating system will reduce emissions by approximately 80% for the non-laboratory spaces. Solar panels on portions of the roof will provide 500 kW of electricity (enough to power approximately 78 homes) Rainwater will be captured for irrigation and to be used as graywater in the buildings' plumbing fixtures. Tenants' waste will be reduced by providing areas to collect and store for recycling separate waste streams for metals, glass, paper, cardboard, plastic, lightbulbs, batteries, e-waste, and compostable materials.

### **27. *What strategies will you implement to make the buildings sustainable?***

Bulfinch is committed to building sustainable buildings. For nearly two decades, all of our construction, whether from the ground up or renovation, has been designed to achieve LEED certification at the Silver level or better. For this Project, we are targeting LEED Gold under the LEED v4 Building Design & Construction (BD+C) rating system. To achieve this certification level, the buildings will need to satisfy all prerequisites and earn at least 60 additional points (out of a possible 110). We are targeting points in the following areas:

**Location and transportation:** Preserving greenfield land by redeveloping a previously-developed site; implementing an extensive transportation demand management program; bicycle friendly infrastructure including dedicated

lanes, employee showers, and covered/lockable parking for tenants and visitors; reducing the impacts of parking through the use of underground parking and a garage, allowing for more open space; prioritizing less impactful vehicle commuting by reserving 5% of spaces for carpools and equipping approximately one third of the spaces with EV charging stations, with the capacity to scale up to 100% EV charging stations as demand increases.

**Sustainable sites:** Mitigating construction period impacts with a comprehensive sediment and erosion control plan, enforcing the Commonwealth's vehicle idling regulations, and encouraging contractors to use low-sulfur diesel fuel; conducting a comprehensive environmental assessment of the site with remediation of historic conditions; increasing the amount of green space, creating recreational amenities, a public/fitness path, and space for outdoor dining or relaxation; reducing heat island effects by replacing a sea of asphalt with green space, and buildings with a combination of green roofs and solar panels; designing interior and exterior lighting to minimize visibility or glare from adjacent roads and nearby properties, while providing sufficient lighting for tenants and visitors.

**Water efficiency:** Monitoring the Project's use of potable and non-potable water; using graywater for the buildings' toilets and urinals, and for irrigation; collecting stormwater for irrigation and plumbing use; installing efficient bathroom fixtures; and using more efficient cooling towers.

**Energy and atmosphere:** LEED commissioning of all HVAC and refrigeration systems to ensure that they are operating as designed, with reverification after a year of use; building to the Massachusetts Stretch Energy Building Code standards (which exceed LEED v4's energy performance prerequisites); submetering tenants' energy use to make them responsible for their energy use; exploring photovoltaic technologies for on-site energy production; avoiding ozone-depleting refrigerants; and exploring the use of green power or carbon offsets.

**Materials and resources:** redirecting over 80% of construction and demolition waste for reuse rather than landfilling; using building products with lower embodied carbon, recycled content, Forest Stewardship Council (FSC) wood, low volatile organic compounds (VOCs); and supporting waste reduction during the buildings' operation by collecting and storing for recycling separate waste streams for metals, glass, paper, cardboard, plastic, lightbulbs, batteries, e-waste, and compostable materials.

**Indoor environmental quality:** banning smoking anywhere on the property, inside or out; designing ventilation systems to promote occupant health, including CO<sub>2</sub> sensors to increase airflow in more densely occupied areas, and separating tenant/visitor spaces from chemical use/storage areas.

**Innovation:** Employing several LEED accredited professionals across multiple disciplines; and leveraging the overlaps with WELL/Fitwel programs.

28. ***What strategies will you implement to make the buildings better places to work for your tenants' employees?***

We will be targeting Silver certification under the WELL v1 for Core and Shell standards and “1-star” certification under the Fitwel V2.1 for Core and Shell standards. This will involve measures across a range of subjects:

**Air:** monitoring outdoor and indoor air quality; banning smoking anywhere on the property, indoors or outside; demand controlled ventilation; monitoring cooling coils for mold/microbes; green cleaning with integrative pest management; avoiding the use of hazardous materials such as asbestos, lead, PCBs, or mercury; controlling moisture infiltration through design, commissioning, and maintenance.

**Water:** testing potable water for sediment, microorganisms, dissolved metals, organics, herbicides, pesticides, fertilizers, disinfectants and their byproducts, and fluoride, and implementing remediation/filtration if they are present in excess of target limits.

**Nourishment:** requiring on-site food providers to avoid trans fats, reduce the use of highly refined ingredients (sugar, flour, etc.) and provide labelling to inform consumers of any potential food allergy triggers.

**Light:** providing glare control devices for all interior and exterior lighting.

**Fitness:** designing wide, inviting staircases, and placing them in prominent locations to encourage occupants to use them rather than elevators. The perimeter walking/fitness path will provide employees and members of the public with an opportunity to walk in a restorative green space with optional exercise stations and seating areas, and a viewing bridge across the stormwater retention pond.

**Mind:** providing a wellness library (physical, digital, or a combination), including a building-specific WELL case study to inform occupants and visitors about health-focused strategies incorporated into the Project.

These additional FAQs are meant to provide general answers to some of the more frequently asked questions about the Project, and to provide a brief overview of what is being proposed. Any further questions or comments not adequately addressed above can be directed to [questions@557highland.com](mailto:questions@557highland.com). If you would prefer to speak directly to any of our team members or have questions relative to the various disciplines, please let us know and we would be happy to arrange for a one-on-one discussion.