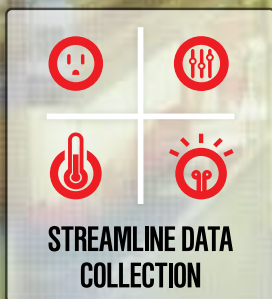




# Property Efficiency Scorecard

The only sustainability benchmarking system uniquely tailored for **shopping center developers and owners!**



+



=



“ The development and introduction of the ICSC Property Efficiency Scorecard is a very important initiative for the shopping centre industry. As the industry association, ICSC has created the first and only sustainability tool that meets the needs of shopping centre owners and managers that will allow them to measure and benchmark their environmentally focused efforts. ”

**John R. Morrison, CDP**

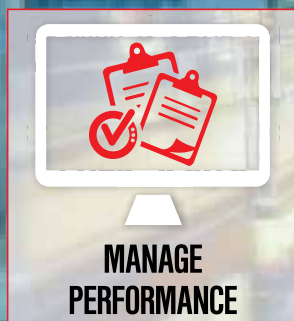
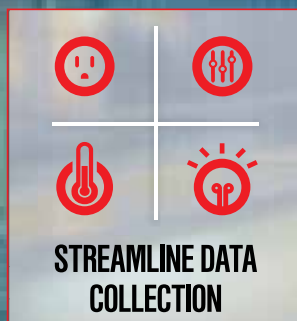
*ICSC Trustee, Chairman, ICSC Property Efficiency Scorecard Steering Committee  
President & Chief Executive Officer, Choice Properties REIT, Brampton, ON Canada*

**Register your centers today! [www.icscscorecard.org](http://www.icscscorecard.org)**

# The Sustainability Benchmarking Tool For Shopping Centers

## NEW!

## The ICSC Property Efficiency Scorecard



**The ICSC Property Efficiency Scorecard** is the on-line sustainability management solution for shopping centers! The only benchmarking system uniquely tailored and designed by users and for users in the shopping center industry.

The shopping center industry is different from other real estate asset classes due to the extreme variety of space uses. No one shopping center is alike; therefore energy, water, and waste use profiles are different for each facility. The Scorecard is primarily designed to resolve issues faced by retail landlords benchmarking property efficiency in terms of energy, water, and waste consumption. **The ultimate goal of benchmarking and comparing property efficiency is to improve shopping center performance.**

Now shopping center landlords, owners and developers can capture data about each of their centers to identify the performance of controllable cost activities in an easy-to-use web-based tool to measure:

- Energy Use
- Water Consumption
- Recycling and waste
- Green operating practices



=



**The ICSC Property Efficiency Scorecard is a web-based application that enables users to:**

Identify which centers hold the best opportunities to save money through energy, water, waste and other property efficiency best practices

- Gain insights into how buildings perform compared to one another and to industry peers
- Launch a new sustainability program, or determine how to improve an existing one
- Create sustainability targets for energy, water, waste and operations
- Identify recommended building improvements through an industry-specific knowledge center
- Track improvement projects and results
- Capture green building benefits such as reduced utility spend and brand recognition

# The Sustainability Benchmarking Tool For Shopping Centers

“ ICSC is taking a leadership position in sustainability by launching the Property Efficiency Scorecard. In doing so, ICSC is providing members with a framework to identify opportunities that improve shopping center environmental and financial performance. ”

*David J. LaRue*

*ICSC Chairman*

*President and Chief Executive Officer*

*Forest City Enterprises, Cleveland, OH*

**The ICSC Property Efficiency Scorecard has four main sections:**



## **ASSESS**

**Enter your building performance data and measure it against standard metrics.**

The Scorecard is designed to track shopping center operational characteristics and utility data on a web-based platform accessible from anywhere.



## **BENCHMARK**

**See how your building performs within your portfolio and with industry peers**

The Scorecard allows users to benchmark shopping center efficiency against other centers under their ownership and against an aggregate, anonymous benchmark of centers owned by others (an industry benchmark), using a commonly recognized set of shopping center-specific sustainability metrics.



## **IMPROVE**

**Generate custom property efficiency recommendations and track ongoing improvements**

The Scorecard tool allows users to improve the performance of owned centers against aggregate industry sustainability performance comprised of ICSC member participant sustainability data, by providing prescriptive guidance for improvement against the Property Efficiency Resource Categories.



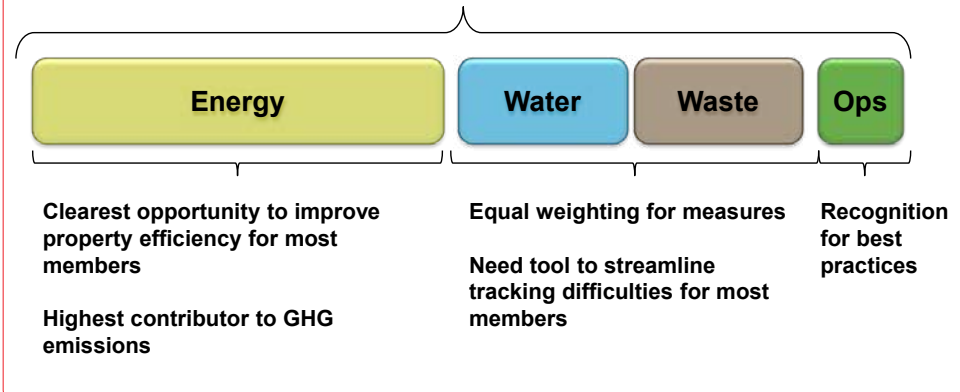
## **REPORT**

**Create standardized reports to explain performance data to stakeholders**

The Scorecard tool provides a standardized reporting format to owners for the purposes of describing center efficiency to key stakeholders, such as internal decision-makers, shareholders and tenants. The report data can be exported and customized to display the information that is most relevant to your audience.



### Resources Tracked by Scorecard



Scorecard users will be able to assess the performance of their existing buildings (both malls and open-air properties), benchmark against peers, improve the performance of their portfolio, and report their results.

### Efficiency Parameters

“Energy represents the largest direct expense at centers and one of the largest environmental impacts”

*Jeffrey M. Bedell, LEED AP, CEM, CEP  
Vice President, Sustainability  
Macerich, Santa Monica, CA*

**The ICSC Property Efficiency Scorecard is organized by the following four resource efficiency categories based on the services the landlord provides:**

1. Energy (primarily HVAC and lighting, but also includes elevators, escalators, building security and fire protection systems, energy management/building automation systems and other mechanical systems as well as renewable energy generation)
2. Water (including irrigation, HVAC, restrooms and food courts)
3. Recycling and Waste (all waste from landlord and tenants that are managed by the landlord)
4. Green Operations Practices (including use of alternative fuel vehicles and green cleaning)



# The Sustainability Benchmarking Tool For Shopping Centers



The ICSC Property Efficiency Scorecard Steering Committee that helped design the tool is made up of over 30 sustainability directors of ICSC member companies in the United States, Canada, Europe, Mexico and Australia, and includes many of the industry’s most prominent developers.

The content has been completely reviewed by industry experts, and data has been collected from leading developers. They provided feedback on Scorecard functions and helped customize content, ensuring the tool

“ Sustainability is one of the lenses we can use to look at our existing portfolio and uncover new opportunities for improved profitability ”

*Will S. Teichman*  
*Director of Sustainability*  
*Kimco Realty Corporation, Charlotte, NC*

includes features that add most business value to a center’s operations. Feedback and data were supplied by companies that include: Equity One, Inc., Inland American

Retail Management, LLC, Primaris Management, Inc., GGP, Kimco Realty Corp., Macerich, Vornado Realty Trust, The Cadillac Fairview Corporation Ltd., Oxford Properties Group, Ivanhoe Cambridge Inc., and Kemper Development Company.

Users of the Property Efficiency Scorecard will have the ability to define views to slice and dice their portfolio against a series of benchmarks, including segregating their portfolio by regions or by joint venture partners, in order to report sustainability metrics if they choose or to take corrective actions across individual portfolios.



“If you don’t measure it, you cannot manage it, and this tool will provide the common language needed to do both.”

*Paul Edwards  
Group General Manager, Sustainability  
Mirvac, Sydney, Australia*

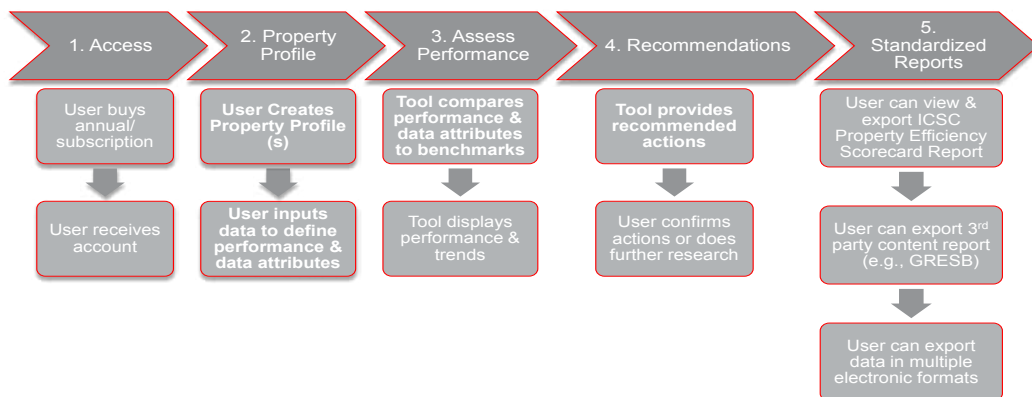
## ICSC Property Efficiency Scorecard Sample for a Shopping Center

The ICSC Property Efficiency Scorecard tool will accomplish three solutions for participating companies:

- 1. Benchmarking:** It will measure performance of operating centers against broader benchmarks. For example, by inputting all properties in the company’s portfolio, the user will be able to analyze performance in energy use, water consumption, waste, recycling, cleaning and maintenance practices, etc. Participating companies will be able to compare their individual properties with benchmarks from the rest of their portfolio as well as from a wider aggregated set of properties operated by other participating companies, user defined groups categorized by region, property type, etc. Company representatives will not be able to identify actual scores achieved by portfolios controlled by other companies. For example, a developer would be able to compare its portfolio of properties in Florida and benchmark them against properties of similar size and type in Florida, but would be unable to obtain specific performance of properties in the region controlled by other developers.
- 2. Improvement:** What can’t be measured cannot easily be improved. This tool will give prescriptive solutions. It will allow the user to make improvements to their properties to reduce operating costs and improve efficiency. Energy offers the biggest challenge for cost reduction as well as reducing a property’s environmental footprint whether it is an enclosed or open-air property. For example, if a particular property falls below the benchmark because of poor lighting efficiency, the user would be able to assess how to improve lighting efficiency from prescriptive reports that the tool provides. Accordingly, the user can conduct their own corresponding solution, prepare its payback analysis and use the tool to track results of implemented corrective measures.

## The Sustainability Benchmarking Tool For Shopping Centers

**3. Reporting:** The tool will help with internal and external reporting, which can take many forms. For example, a company's sustainability official will be able to use the tool to prepare internal reports for management to control costs or implement efficiency measures. These reports can be formatted in many ways. The participating company can prepare reports for its board of directors or for specific investors requiring such reports or even for external stakeholders, if they choose. Major companies already create extensive, costly and time-consuming reports in various formats to provide to institutional investors that require environmental footprint reporting. Large REITs report to the Carbon Disclosure Project (CDP), the Global Real Estate Sustainability Benchmark (GRESB), Global Reporting Initiative (GRI) and other third parties that offer reporting to investors for most S&P 500 companies. The ICSC tool will segregate the data to be exported to the CDP and GRESB required formats allowing participating companies to export the data at no additional cost for optimum efficiency.



Other benchmark tools exist around the world but none are suited for multi-tenant retail. Governments and other stakeholder groups are demanding that retail be measured with the same barometer used for office buildings, residential and industrial but these measurement tools do not address the nuances of retail properties with tenants that have their own specific needs in water use, lighting, refuse handling and recycling, refrigeration equipment, HVAC, escalators and other mechanical equipment essential for a productive retail environment. These necessary elements of the retail setting are not considered green because they tend to consume excessive amounts of water and energy and leave an environmental footprint that is larger than office and multi-family buildings, but these elements are required for retailers to display merchandise and perishables with proper customer appeal. Other sustainability measurement systems tend to hold landlords responsible for what tenants do in their demised premises in the same manner as office landlords control office tenants,





and that is not feasible for retail landlords. This is why there are few retail multi-tenant buildings certified by leading certification programs. The ICSC Property Efficiency Scorecard fills in a gap not addressed by existing building benchmarking and rating systems. This tool focuses on the specific needs of multi-tenant retail building types in which landlords do not directly control the operational practices of tenants.

“ The Scorecard enables me to quantify and measure my projects through various criteria. This allows me to seize areas of opportunities to make the property more efficient and more profitable. ”

*Benjamin A. Bross, CDP  
Design Director  
Planigrupo LatAM, Distrito Federal Mexico*

## **How ICSC's Property Efficiency Scorecard Benefits Your Company**

**For property managers, facility operators, energy managers and sustainability directors:**

- Using the Scorecard tool is a process that cuts through the complexity of measuring energy, water, waste and green operations
- The prescriptive measures in the tool solve problems and identifies ways to be more efficient with your resources
- By focusing on performance metrics and the operation of a shopping center, this benchmark program is all about achieving success and measurable results
- Because it was created by a broad mix of developers and owners for their own use, this tool will prove to be user-friendly, and focuses on universally accepted practices around the world
- Any size or type of shopping center can use it
- Owners will find methods and measurements that will save money for their centers, while offering prescriptive measures and increasing operational efficiencies



## The Sustainability Benchmarking Tool For Shopping Centers

**Benefits will also accrue to those responsible for leasing and marketing. The Scorecard represents an opportunity to improve the shopping center's competitive position to attract and retain tenants by:**

- Reducing common area maintenance charges to tenants
- Offering a path to lower total costs for tenancy (rent+CAM) relative to the competition
- Reinforcing the shopping center's (and Owner's) brand as being environmentally responsible by integrating the use of the Property Efficiency Scorecard in promotional materials (Website, etc.) provided for public relations and to leasing agents
- Creating a cooperative relationship with tenants by making the Property Efficiency Scorecard available to tenants to:
  - Supply tenant resource use monitoring and provide suggested actions to be taken by tenants to reduce their consumption of resources and save utility costs
  - Use a portion of the tenant improvement allowance to pay for the use of the Property Efficiency Scorecard and for certain improvements
  - Provide monitoring for tenant resource usage that could be used by nationals to set resource use targets for their corporate or franchise operators

### **Participation in the Property Efficiency Scorecard program is reasonable.**

The cost to our member companies is minimal in comparison to the savings and efficiencies one will be able to achieve with the tool. Each company will pay an annual subscription and per property fee for using the tool on a sliding scale that gives advantage to large companies that use the tool for managing their entire portfolio. Substantial discounts on a per center basis are available for developers who have more than 100 centers to be benchmarked. The use of the tool costs from \$500 annually for one property, to as low as \$40 per property for larger portfolios. Please use the form in this brochure to inquire for further information.

**Training the Trainer opportunities:** In the first quarter of 2014, ICSC will be offering **free** Training the Trainer programs for your top power users. Please contact Madison Gross, ICSC Director, Sustainability Initiatives, at +1 646 728 3461 or [mgross@icsc.org](mailto:mgross@icsc.org) for further information.



**Register your shopping center today!**

**Go to [www.icsscscorecard.org](http://www.icsscscorecard.org) or fill out the form below  
and e-mail to [mgross@icsc.org](mailto:mgross@icsc.org) or fax to +1 732 694 1724.**

**Special offer!** We will be offering the chance to register five shopping centers into the Scorecard program for free! If you are interested in this special offer, please contact **Madison Gross** of ICSC at +1 646 728 3461 or [mgross@icsc.org](mailto:mgross@icsc.org).

## ICSC PROPERTY EFFICIENCY SCORECARD PROGRAM

☐ I am interested in using this tool for my company.  
Please contact me to discuss this further!

\_\_\_\_\_  
Name

\_\_\_\_\_  
Company

\_\_\_\_\_  
Title

\_\_\_\_\_  
Address

\_\_\_\_\_  
City

\_\_\_\_\_  
State/Province

\_\_\_\_\_  
Zip/Postal Code

\_\_\_\_\_  
Phone

\_\_\_\_\_  
E-mail address

**Number of centers in your  
portfolio to be analyzed:**

- ☐ 1 – 50 centers
- ☐ 51 – 100 centers
- ☐ 101 or more centers

**Our centers are primarily:**

- ☐ Enclosed Malls
- ☐ Open-Air



**International Council  
of Shopping Centers**

1221 Avenue of the Americas, 41st Floor  
New York, NY 10020-1099



Scan here for  
more information.



## Property Efficiency Scorecard

The only sustainability benchmarking system uniquely  
tailored for **shopping center developers and owners!**

“Our members’ firms face pressures from investors, retailers and the communities they operate in, to measure and report their impacts. The Property Efficiency Scorecard is a member-led initiative to create tools and a dialogue around sustainability data, on a voluntary basis, that allows them to track and understand key efficiencies and opportunities in their portfolios. The Scorecard provides insights to the industry that support a better understanding of best practices, without compromising the proprietary nature of the information.”

**Michael P. Kercheval**

*President & Chief Executive Officer, International Council of Shopping Centers, New York, NY*

**Register your centers today! [www.icscscorecard.org](http://www.icscscorecard.org)**