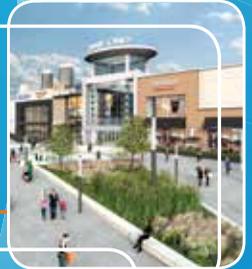




# Property Efficiency Scorecard

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



As the industry association, ICSC has created the first and only sustainability tool that meets the needs of shopping center owners and managers that will allow them to measure and benchmark their environmentally focused efforts.

**John R. Morrison, CRX, CDP**  
*ICSC Past Trustee, Chairman  
ICSC Property Efficiency Scorecard Steering Committee  
President & Chief Executive Officer, Choice Properties REIT, Toronto*

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



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

## The ICSC Property Efficiency Scorecard



**The ICSC Property Efficiency Scorecard** is the online sustainability management solution for shopping centers! Join the over 1,200+ shopping centers in 16 countries already benchmarking through this retail real estate-specific system.

The shopping center industry is different from other real estate asset classes due to the extreme variety of space usages. 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 in benchmarking property efficiency. **The ultimate goal of benchmarking and comparing property efficiency is to improve shopping center performance and minimize controllable expenses.**

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

- Energy Use
- Water Consumption
- Recycling and Waste
- Green Operations Practices

**The ICSC Property Efficiency Scorecard is a web-based application that enables users from around the world 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
- Benchmark with peer buildings by shopping center type, classification or utility-metering profile and your properties against the industry as a whole
- Normalize utility consumption and cost by Gross Leasing Area (GLA)



# Property Efficiency Scorecard

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

## Participation in the ICSC Property Efficiency Scorecard program is affordable.

The cost to ICSC member companies is minimal in comparison to the savings and efficiencies one will achieve using the Scorecard, because ICSC has extensively subsidized the cost to participate by covering the development costs.

To use the Scorecard each member company will pay an annual subscription, plus a per-property fee that is based on a sliding scale, which typically gives the advantage to larger companies who use the tool for managing their entire portfolio. Substantial discounts on a per-center basis are also available for developers who have more than 100 centers to be benchmarked. The use of the tool cost from \$500 annually for one property to as low as \$40 per property for larger portfolios. All development costs for the tool were paid by ICSC, therefore participants benefit from using this tool.

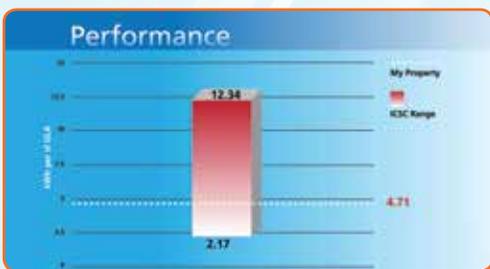
Today's investors are focusing on sustainability across their real estate portfolios to ensure energy and environmental performance, which lowers operating costs and minimizes the impact to the environment.



**Robert F. Welanetz, CRX, CSM**  
ICSC Past Chairman  
Global Retail Advisor  
The Blackstone Group, Atlanta, GA

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

### 1. ASSESSING PERFORMANCE



**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. Understand how your assets perform, how they measure up, and use the information to observe how they perform over time in key areas.

### 2. BENCHMARKING FOR OPTIMAL EFFICIENCY

**See how your building performs within your portfolio and against industry peers.** The Scorecard allows users to benchmark shopping center efficiency compared to other centers under their ownership, and against an aggregate, anonymous benchmark of centers owned by industry peers, using a commonly recognized set of shopping center-specific sustainability metrics.

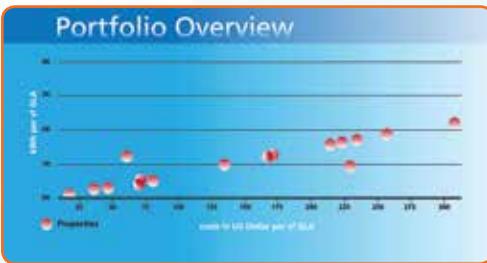
The chart above shows high and low values of the performance at similar centers by center type (open-air vs. enclosed centers) and by center classification (super-regional centers and regional centers, community and neighborhood centers).

### 3. IMPROVING EFFICIENCY AND REDUCING COSTS

**Generate custom property efficiency recommendations and track ongoing improvements.** After collecting and reviewing the data, the Scorecard allows users to improve the performance of owned centers against aggregate industry sustainability performance. Composed of ICSC member participant sustainability data, the Scorecard provides prescriptive guidance for improvement against various Property Efficiency resource categories. For example, a low energy score might suggest adding LED lighting retrofits or lighting controls.

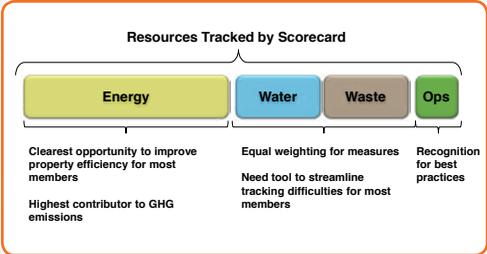
### 4. CREATING ACTIONABLE REPORTS

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



The Scorecard provides a standardized reporting format to owners for the purpose 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. Use this information to respond to the global investment

community, such as GRESB, the Carbon Disclosure Project, or the GRI Report.



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.

### It is easy to enter readily available data.



You need two simple spreadsheets to gather the information for your portfolio. The first spreadsheet answers your center's attributes, including the size of the center, location and other key characteristics such as the number of parking lot spaces and the way your center sets up to report utility metering data.



The second spreadsheet is designed to collect utility data. The Scorecard can accept the data in a number of formats. We can download data from Energy Star or Portfolio Manager, or if you have a third-party bill payer, we can typically take their standardized monthly reports and aggregate the data into the Scorecard.

## Efficiency parameters

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



**Jeffrey M. Bedell, LEED AP, CEM, CEP**

*Chair of the ICSC Property Efficiency Scorecard Enclosed Center Sub-Committee and 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 Use (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 Consumption (including irrigation, HVAC, restrooms and food courts)
3. Recycling and Waste (including all waste from landlord and tenants that is managed by the landlord)
4. Green Operating Practices (including use of alternative fuel vehicles and green cleaning)

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.

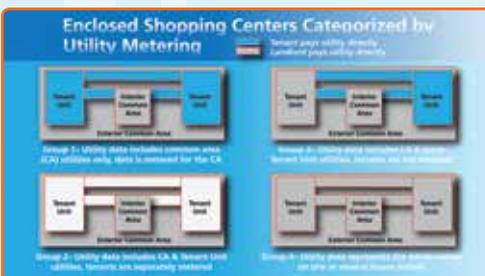
Sustainability is one of the lenses we can use to look at our existing portfolio and uncover new opportunities for improved profitability.



**Will S. Teichman**

*Chair of the ICSC Property Efficiency Scorecard Open-Air Center Sub-Committee and Senior Director of Strategic Operations,  
Kimco Realty Corporation, Charlotte, NC*

## The Scorecard defines the property's utility data profile.



Whether or not you have only common area data represented in property meter data, we can make comparisons in any of four ways:

1. Utility data includes common area utilities only; data is metered for the common area,
2. Utility data includes the common area and tenant unit utilities; tenants are separately metered,

3. Utility data includes the common area and some tenant utilities; tenants are not metered, or
4. Utility data represents the whole center on one or several house meters.

**The content has been carefully reviewed by your peers.**

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 includes features that add most business value to a center's operations. There are two Scorecard subcommittees coming forward with specific industry measurements most applicable to open-air centers and industry measurements most applicable to enclosed centers. Feedback and data were supplied by companies that include: The Cadillac Fairview Corporation Ltd., Equity One, Inc., GGP, Inland American Retail Management, LLC, Ivanhoé Cambridge Inc., Kemper Development Company, Kimco Realty Corp., Macerich, Mirvac, Oxford Properties Group, RAPPAPORT, Primaris Management, Inc., Redevco, Sonae Sierra, and Vornado Realty Trust, among others.

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**Go to [www.icsc.org/sustainability](http://www.icsc.org/sustainability) to see the latest list of industry participants in the Scorecard program.**  
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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.



**ICSC Property Efficiency Scorecard samples for a shopping center**

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

**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. However, 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.

**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.

**Reporting:** The Scorecard 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 Property Efficiency Scorecard 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, residential and industrial buildings,

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 on their demised premises in the same manner as office landlords control office tenants, which is not feasible for retail landlords. This is why there are so 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 Sustainability Benchmarking Tool For Shopping Centers

## How ICSC's Property Efficiency Scorecard benefits your company

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

- Using the Scorecard 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

*Look for outliers that are performing well above and below the average and take action.*

### 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.

**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 occupancy costs for tenancy relative to the competition
- Reinforcing the shopping center's (and owner's) brand as being environmentally responsible by integrating the use of the ICSC Property Efficiency Scorecard in their promotional materials to be posted on their website, for public relations and for leasing agents
- Creating a cooperative relationship with tenants by making the ICSC Property Efficiency Scorecard available to tenants in order to:
  - Monitor tenants' resources and provide suggested actions to reduce their consumption of resources and save on utility costs
  - Use a portion of the tenant improvement allowance to pay for the use of the ICSC 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

**The ICSC Property Efficiency Scorecard – the online tool for centers of all types and sizes to maximize efficiency in energy, water and waste and to identify operational best practices.**

**Register your shopping center today!**

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**Questions?**

**Please contact Madison Gross, ICSC Director of Sustainability Initiatives at [mgross@icsc.org](mailto:mgross@icsc.org) or call +1 646 728 3461 or fax to +1 732 694 1724.**  
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# Here are some of the most frequently asked questions about the Scorecard

## How can I get a trial subscription or try out the Scorecard?

The best way to do this is to schedule a free demo, available to officials of shopping center companies. We'll walk you through the various views and options that are best suited to your portfolio. Call us at +1 206 957 8572.

## If I have a portfolio of shopping centers, how can I get an inexpensive trial to see if the Scorecard is right for my company?

Simply pay for two to five shopping centers at \$500 per center and \$2,000 for your company's annual subscription.

## How much does a Scorecard subscription cost?

Depending on your portfolio size and how many shopping centers are included in the ICSC Property Efficiency Scorecard, a sliding scale determines the cost savings. Each property management company pays a \$2,000 per year subscription and the cost to track each shopping center varies from \$500 per shopping center per year to less than \$40 per shopping center per year for large portfolios. If the Scorecard sheds light on opportunities for efficiencies like installing a thermostat or alerts you to a water leak, the savings from these simple projects far exceed the subscription cost.

## How long does my subscription last?

A subscription lasts twelve months. Near the end of the term, we will send a courtesy e-mail as a reminder to renew your subscription.

## After I've subscribed, what information do I need to gather?

The minimum required information to enter your shopping center in the Scorecard is the property address, units (metric/Imperial), monetary currency, gross leasable area, shopping center type and classification, parking space count, and a summary of how utilities are metered. You can upload historic utility data to analyze past trends and/or identify utility data going forward to identify future improvement opportunities. Data may be automatically imported from a spreadsheet, which saves time if multiple properties are being tracked in the tool, or entered manually if the user prefers.

## How many people can use the Scorecard once I've paid for my subscription?

The base subscription includes a portfolio-wide administrator, plus a unique user ID for each shopping center you track in the Scorecard. Additional users may also be added if necessary. Some participants use consultants to import data to the Scorecard or use internal staff to upload the data.

## What information is required the one time when I sign up, and what information is required to be entered on a regular basis?

The majority of the information is gathered and inputted once about where the shopping center is located and how operations are structured, such as property address, units (metric/Imperial), monetary currency, gross leasable area, shopping center type and classification, parking space count, and a summary of how utilities are metered. This information only needs to be updated if changes are made, for example, following a shopping center expansion. Energy, water, waste and recycling data including cost and consumption must be entered on a regular basis, typically monthly or quarterly.

## Is this tool applicable for all shopping center types?

Yes! Whether you have an open-air, enclosed or hybrid center, the ICSC Property Efficiency Scorecard works for you. For example, the ability to track multiple utilities and trend performance in heating and cooling seasons will most benefit enclosed shopping center owners. The Scorecard is simple to set up and use, and the data is tracked to generate a benchmark for electricity consumption, normalized per parking space or gross leasable area (square foot or square metre), which will benefit open-air shopping center landlords. There is something valuable for every type of shopping center.

## How am I going to be able to compare the performance of other properties similar to mine in terms of type and size?

Based on the data you enter for shopping center type, shopping center classification and the way utilities are metered, the Scorecard displays the range of values for similar centers. This apples-to-apples comparison shows how you truly measure up to your peers. You will also be able see how your center compares to other centers normalizing energy use and weather. To ensure confidentiality, comparisons are anonymous: no one but you or others you assign will be able to analyze your shopping center or your portfolio of shopping centers. You will see detailed data from your portfolio, and aggregate data from shopping centers that you did not enter into the Scorecard.

## How do I get trained on the use of the Scorecard?

Email [support@icscscorecard.org](mailto:support@icscscorecard.org) or call The ICSC Property Efficiency Scorecard Help Desk at +1 206 957 8572 to request a demo or set up additional training for new team members.

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**For more frequently asked questions, please go to [www.icscscorecard.org](http://www.icscscorecard.org)**  
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**International Council of Shopping Centers**  
1221 Avenue of the Americas, 41st Floor  
New York, NY 10020-1099



Managing controllable expenses is key to improving value for shopping center owners. This benchmarking tool will prove invaluable in helping to achieve that end. Sustainability is another important focus as a means to reduce expenses, add value and operate in an environmentally-responsible manner.



**Stephen D. Lebovitz**  
*ICSC Chairman  
President and Chief Executive Officer  
CBL & Associates Properties, Inc.  
Chattanooga, TN*



Scan here for more information.

**Call the ICSC Property Efficiency Scorecard help desk**  
at +1 206 957 8572 to discuss your specific needs.