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Our Guiding Principles

LEADERSHIP

We will be recognized by our tenants, employees, investors and the market at large as industry leaders in sustainability.

PERFORMANCE AND MEASUREMENT

We continuously measure our energy, water and environmental performance, and compare favourably against internal and external standards and best practices.

INNOVATION

We foster innovation in technology and building management practices aimed at higher levels of sustainability.

CREDIBILITY

We follow recognized, high standards, work with industry-leading service providers, and engage in credible initiatives in our pursuit of sustainability.

RISKS AND OPPORTUNITIES

We actively monitor, mitigate and exploit the market, regulatory and economic issues related to and arising from sustainability.

STAKEHOLDER ENGAGEMENT

We engage our co-investors, employees, tenants, shoppers, and contractors as active partners in pursuit of higher levels of sustainability and demand a high level of excellence from ourselves and our stakeholders.
Executive Message

Oxford recognizes our responsibility to develop, operate and invest in sustainable buildings – buildings that conserve natural resources, minimize environmental impacts and promote a healthy environment for occupants.

We also recognize the opportunities that are realized by doing this – improved environmental and financial performance, reduced exposure to risk, enhanced competitiveness and greater stakeholder alignment and engagement.

Oxford has committed to being an industry leader in adopting the principles of sustainability and in putting them into measurable action.

And it is action that this guide is all about. It follows on our industry leadership as the first real estate owner in Canada to calculate our Greenhouse Gas Inventory (carbon footprint), report a Sustainability Scorecard and set a corporate target for reducing Greenhouse Gases (GHG on a per square foot basis) by 20% by the year 2012. This guide is about the actions we take in our buildings every day, and ensuring a coordinated, high performing approach to sustainability across our entire portfolio of shopping centres.

It’s about knowledge and the ability to apply that knowledge – Sustainable Intelligence – to help make our buildings more efficient and attractive to our stakeholders today and well into the future.

In the true spirit of sustainability, we look forward to sharing this guide – designed for our building operations teams – with all of our stakeholders, and to an ongoing dialogue on the issues and opportunities going forward.

Andrew McAllan
Senior Vice-President and Managing Director,
Real Estate Management
Oxford Properties Group
1 – Introduction

This section describes Oxford’s Sustainable Intelligence program as well as an overview of how to use this guide.

ABOUT SUSTAINABLE INTELLIGENCE

Sustainable Intelligence describes every facet of Oxford’s approach to sustainability – from identifying opportunities and establishing goals through to implementing plans and measuring performance. It embodies Oxford’s proven commitment to acting in the best interests of shareholders, tenants, communities, employees, and the future.

Program Overview

Oxford’s Sustainable Intelligence program is articulated in a number of ways through a variety of communication materials. The following is a brief summary.

Oxford Corporate Website
www.oxfordproperties.com/sustainable

Oxford’s corporate website includes an overview of Oxford’s approach to sustainability, including a copy of the Sustainable Intelligence Program Brochure, Sustainability Scorecard, and Guiding Principles.

Program Brochure

This describes Oxford’s Sustainable Intelligence program, including an overview of the Target 2012 commitment.

Guiding Principles

Also included at the beginning of this guide, these Guiding Principles act as a key guidepost for defining Oxford’s strategy and tactics.
Sustainability Scorecard

This tracks Oxford’s performance across seven key indicators – electricity, natural gas, water consumption, Greenhouse Gas emissions, green building certifications and awards, waste diversion, and green cleaning.

oxPort Website
Oxford Staff Only

Oxford’s intranet includes a detailed overview of key sustainability programs and initiatives and is the central reference point for performance data, through Oxford’s Sustainability Reporting Portal.

OPEN: Sustainable Intelligence Newsletter
Oxford Staff Only

This newsletter, published bi-annually by the President of Oxford, profiles environmental activities and best practices of individuals and sites across the organization.

Common Questions about the Program

What is Oxford Sustainable Intelligence?

Sustainable Intelligence is Oxford’s formal branded program for managing and communicating the organization’s sustainability performance to our shareholders, OMERS, co-investors, tenants, employees, and the public.

Why is Oxford concerned about climate change and sustainability?

Climate change has been identified as one of the greatest challenges facing nations, policy makers, businesses, and citizens. In November 2007, the UN Intergovernmental Panel on Climate Change (IPCC) issued its 4th and final assessment in a study that began in 1988. In that report, the IPCC stated that human-caused global warming is unequivocal and is not cyclical in nature. Since then, virtually every major international scientific body
has indicated its concurrence with this position, as well as concern over the impacts of global warming. Buildings are responsible for approximately 33% of emissions in Canada, half of which are attributable to commercial and institutional buildings.

As one of the largest real estate investment and management firms in Canada, Oxford recognizes it has an important role to play. Oxford is also interested in sustainability because of the opportunities it presents – improved financial and environmental performance, enhanced competitiveness, and greater stakeholder alignment and engagement.

What is Oxford's track record on the environment?

Oxford has a strong track record in environmental leadership. Oxford’s property at One University Avenue was the first office building in Toronto retrofitted to EnWave’s innovative Deep Lake Water Cooling system. Oxford’s Yorkdale Shopping Centre received the very first International Council of Shopping Centers Sustainable Design in Renovation Award, and Oxford achieved the first LEED® Existing Buildings multi-tenant certification in Canada at MetroCentre. Oxford is also the first real estate firm in Canada to quantify its Greenhouse Gas Inventory in accordance with recognized international standards, and the first to set a corporate reduction target. Further details on 2005 – 2007 performance across a range of indicators (electricity, natural gas, emissions, waste) can be found in Oxford’s Sustainable Intelligence Scorecard (available on both the corporate and oxPort websites).

What has Oxford committed to under Target 2012?

Oxford has committed to reducing emissions from the buildings we directly own and manage, on a per square foot basis, by 20% from the 2005 base year by 2012.

Why is Target 2012 an intensity-based target, rather than an absolute-based target?

An intensity-based target is best for Oxford because it most effectively accommodates acquisition and divestiture activity. The most effective relative measure for Oxford as a real estate management company is “Greenhouse Gas (GHG) emissions per square foot”. Oxford’s intensity-based target will drive real emission reductions, on a per square foot basis, that come from operating more energy efficient buildings.

How does Oxford plan on reducing emissions?

Oxford will invest in our buildings to make them more efficient, work with our tenants, and consider targeted purchase of green power to reduce emissions and achieve our target.
Who is the Pembina Institute and why are they Oxford’s advisor?

The Pembina Institute is a well known and respected Canadian non governmental organization (NGO) dedicated to advancing sustainable business solutions through research, education, consulting, and advocacy. Pembina’s corporate consulting clients have included TD Canada Trust, Shell, Suncor, and ConocoPhillips. Oxford has retained the services of the Pembina Institute as sustainability advisor to assist in the assessment of appropriate strategies and tactics for the Sustainable Intelligence program.

Who do I contact to get copies of this guide?

Contact National Programs, via the Sustainable Intelligence email – sustainableintelligence@oxfordproperties.com

HOW TO USE THIS GUIDE

This guide is a practical tool for enhancing the environmental performance of Oxford’s buildings. It focuses on learning from the collective experience across the portfolio to define the best practices in sustainable shopping centres. The following is an overview of each section of the guide.

Section 1: Introduction
This section describes Oxford’s Sustainable Intelligence program and provides an overview of the guide.

Section 2: Getting Organized
This section describes the Oxford Green Teams and provides guidance on performance management, tenant and customer awareness and engagement, and Sustainable Intelligence incentive programs.

Section 3: The Oxford Way – Sustainable Shopping Centres
This is the main section of the guide. It describes policies, requirements, suggestions, and additional guidance (e.g. best practice case studies, tools, and resources) pertaining to implementing and improving sustainable practices at Oxford’s shopping centres.

Appendix 1: Oxford Corporate Policies Summary

This appendix summarizes all of the policy statements included in this guide.
Appendix 2: Cross Reference to BOMA BESSt

This appendix links the content of this guide back to the requirements of BOMA BESSt.
2. Getting Organized

This section describes the Oxford Green Teams and provides guidance on performance management, tenant and customer awareness and engagement, and Sustainable Intelligence incentive programs.

GREEN TEAMS

Corporate environmental commitments and company-wide performance data are useful and necessary and are activated through the engagement and commitment of property teams. Site-level ownership and leadership has always been fundamental to Oxford’s culture. It is the creativity and enthusiasm of property teams that will ensure Oxford leads the industry and delivers on the organization’s sustainability commitments.

Oxford’s Green Teams bring together capital, building operations, and tenant engagement perspectives which are integral for improving a site’s performance. The following are guidelines for launching a property Green Team.

Responsibilities
Core responsibilities of a Green Team include:

- Defining environmental goals and targets
- Determining and implementing optimal building operating parameters and practices
- Defining and managing the property’s annual signature project
- Implementing innovative environmental practices where feasible

Team Membership

- Green Team members should include Operators, Supervisors, Chief Engineers (as applicable), Operations Managers and/or General Managers, and tenant representatives. These cross-functional teams will ensure the necessary level of balance from a technical, capital planning, and decision making perspective. Each Green Team should include a representative from management (Manager or above).

- The Green Team should ideally have no more than eight members. This will ensure the Team remains manageable and effective.

- Green Team members can be nominated or volunteer for the team. Members for consideration should be interested in energy efficiency and/or environmental issues and be committed to improving building performance.

- Each Green Team member will commit to the Team for at least one year.
Leadership
A Green Team leader will be elected annually by and from the Green Team. The leader will be responsible for acting as Chair for the Green Team meetings, ensure Green Team goals are developed and implemented, represent the Green Team as required, and report on Green Team progress, as required, to the Director, Sustainability.

CASE STUDY: YORKDALE GREEN TEAM
At Yorkdale Shopping Centre, success is a direct result of their engaged and educated staff. The Yorkdale Green Team meets formally once a month with frequent additional informal meetings, and is made up of administrative, operations, and management staff. They are involved from the outset in the consensus-based capital planning process to set targets and determine priorities for their property. The capital program is developed around the principles of improving environmental performance in the most efficient manner. The capital program is supported by the ongoing monitoring of utility bills so the team understands consumption and costs, as well as the impact of their initiatives immediately. All staff are encouraged to take related professional development courses and seek additional training, then apply what they’ve learned on the job. The Green Team actively seeks recognition for big achievements through awards and incentive programs.

PERFORMANCE MANAGEMENT
Evaluate Performance
The starting point for managing each site’s energy and emission performance is 2005 baseline data.

This data can be found on the Sustainable Intelligence section of the oxPort website. The portal provides a dynamic look at energy and emissions performance data across Oxford’s office, retail, and residential asset classes. Information can be presented at either an asset class summary or property level of detail. Electricity, natural gas, and emissions reports are currently available on the portal. Reports can be customized, similar
to Oasis-style financial reporting, and can be presented based on absolute (e.g. total kWh) or intensity (e.g. kWh/ft²) numbers. Rankings of properties in the report can be done on a year-end intensity (e.g. 2007 intensity) or percentage change basis (e.g. 2005 – 2007 percentage change).

Facility and operational data are the central reference points to evaluate the energy and environmental performance of a building. This should take into consideration any past energy audits, capital equipment assessments, Building Performance Audits or re-commissioning efforts completed at each site. Oxford’s National Programs group has tools, website references, and workshops to help facilitate this exercise.

**Building Performance Audit**

The Building Performance Audit is a system-level building audit that provides metrics for specific building systems that can be compared against the same systems in other buildings, providing an assessment of where to focus improvement efforts. The audit reveals over-sized equipment and over-designed systems. For example, if the space has too much installed lighting, if the windows need to be replaced, if the motors are over-sized, etc.

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*Figure 1 – Sustainability Reporting Portal*
Set Targets and Develop Action Plan
Once a baseline is established and performance has been evaluated, potential energy and emissions reduction opportunities can be systematically considered. Developing an Action Plan and setting targets consistent with Oxford’s Target 2012 commitment is the next step. Taking into consideration the Action Plan during the annual business planning and capital expenditure planning processes is important to ensure an integrated and effective approach. Look for opportunities in retrofit projects, increased training, as well as controls optimization and re-commissioning.

Oxford uses a wide range of third party contractors across its portfolio to support its sustainability efforts (e.g. energy management, indoor environmental quality). Oxford’s sites will always utilize third party contractors that deliver high quality services at competitive costs. Special consideration should, however, also be given to Ainsworth and MMM Group, from the OMERS group of companies, for projects where there is a strategic and financial fit, consistent with Oxford’s process to award contracts.

Implement Action Plan
Implement the Action Plan while keeping track of progress. Ensure projects are completed as planned and appropriately commissioned. Where applicable, track and monitor the progress of energy savings.

Evaluate Progress
Monitoring and verification of energy and environmental performance is an integral follow up to planning and target setting efforts. Tools in this area are intended to provide timely trending information on electricity, gas, water consumption, and steam (if applicable). This information can facilitate the detection of anomalies and troubleshooting, as well as determine the efforts that will be required in subsequent business plans.

Recognize Achievements
Recognizing success helps drive and inspire future projects. Each site is responsible for providing their utility data to Oxford’s corporate accounting group and recognized energy consultant on a monthly basis. Sites are also required to submit additional Greenhouse Gas Inventory (carbon footprint) data to Oxford’s National Programs group on an annual basis (e.g. refrigerant data, fleet vehicle usage, employee air travel).

* Each of the above topics is considered in further detail in Section 3 of this guide.
SUSTAINABLE INTELLIGENCE SIGNATURE PROJECT

Overview
The Sustainable Intelligence Signature Project program challenges Oxford's real estate management team and encourages innovative environmental solutions. The program inspires healthy competition between properties in the spirit of improved environmental performance, and facilitates the communication of environmental success stories with tenants and across the organization.

The concept is simple: each Oxford-managed property is required to engage in an annual Sustainable Intelligence Signature Project. The Signature Project is the property’s most significant contribution to meeting the Target 2012 goals and delivering real energy savings and emission reductions. Alternatively, it can address other elements of Oxford’s Sustainability Scorecard such as reducing water consumption or waste generation. A catalogue of Sustainable Intelligence signature projects will be maintained on oxPort and made available to all sites. Oxford’s Communications group will direct internal and external communications to ensure strategic messaging and the consistent sharing of information.

Project Criteria
Projects must meet the following criteria:

1. Financial Return
   The project delivers an acceptable financial return, consistent with Oxford’s targets and established methodologies.

2. Strategic Fit
   The project mitigates risk, increases overall asset value and helps position Oxford as an environmental leader, and/or effectively demonstrates social responsibility to stakeholders.

3. Measurable
   Projects are performance based and benefits are measurable and align with one of Oxford’s Sustainability Scorecard Indicators (or can be measured in some other direct way, for example, tenant satisfaction).

4. Project Type
   The project may be a capital project that addresses building design or equipment, a project that drives building operations improvements or one that engages tenants.

5. Duration
   The project can be either short (1 year) or long term (multi-year). If it is a multi-year project, it must deliver tangible savings and/or environmental benefits in each year.
Project Funding
Projects will be funded through regular property capital budgets or other innovative financing methods, including government and utility incentive programs.

Sample Signature Projects
- Major lighting retrofit
- Achieving BOMA / LEED® certification
- Creation of a Tenant Sustainable Intelligence Committee
- Partnering with the Canadian Peregrine Falcon Foundation

Submission Details
The submission template and applicable timelines can be found on the Sustainable Intelligence section of oxPort.

INTEGRATED DESIGN, CONSTRUCTION, AND BUILDING MANAGEMENT
All major shopping centre renovations are undertaken to enhance the aesthetics, efficiency, and functionality of the centre. The Development and Real Estate Management groups work together as a team on the design, design standards, and performance expectations from the beginning of the project to ensure long-term operational benefits are incorporated in the design.

TENANT AWARENESS AND ENGAGEMENT
Oxford's retail tenants are important partners in helping Oxford achieve building level sustainability goals.

Awareness
Tenants appreciate being informed about the environmental initiatives in place at each property. The following are some ways to effectively communicate the sustainability program and building initiatives to tenants:
Tenant Guidance

Oxford’s shopping centres require tenants to follow high standards in sustainable design and construction. These are found in Oxford’s Corporate Sustainable Design in Retail guide and the Tenant Design Criteria and/or Tenant Construction Regulations at individual shopping centres (separate documents). These standards address several issues, and include at a minimum:

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<th>SUSTAINABILITY INDICATOR</th>
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| Energy and Atmosphere    | • Lighting fixtures, lamp types, and ballasts
|                          | • Lighting controls
|                          | • Lighting load standards
|                          | • Energy star equipment
|                          | • Green and renewable power
|                          | • Submetering high usage |
| Water Efficiency         | • Toilet and urinal types
|                          | • Faucet types
|                          | • Submetering high usage |
| Materials and Resources  | • Sustainable purchasing
|                          | • Construction waste recycling
|                          | • Recycling materials
|                          | • Low VOC paints and sealants |
| Indoor Environmental Quality | • Mould prevention
|                          | • Asbestos removal
|                          | • Green cleaning
|                          | • Fresh air |

Tenant Newsletters

Newsletters are published by Oxford on a regular basis and include corporate sustainability information and site-level initiatives from Oxford. They are available in a printed version on 100% recycled, Forest Stewardship Council (FSC) certified paper.

Sustainable Intelligence Program Brochure

The Oxford Sustainable Intelligence program brochure is available both electronically and in printed format. The printed version is printed on 100% recycled, Forest Stewardship Council (FSC) certified paper, and the electronic version is available online at www.oxfordproperties.com/corp/corporate/pdf/Our_Plan.pdf
Engagement

Key to the success of the Sustainable Intelligence program is engaging tenants as active partners and ensuring that environmental initiatives are communicated. For example, relevant carbon footprint data or energy reduction plans can be developed. Oxford welcomes and encourages this type of engagement. Below are ways we engage tenants:

Special Events

Oxford runs special events across the portfolio for key environmental events such as Earth Hour (March) and Earth Day (April). Active participation in these events helps Oxford to engage in an ongoing dialogue with tenants, provide education where appropriate, and ensure that both Oxford and tenants are included in important national/regional corporate responsibility initiatives.

CASE STUDY: EARTH TONES EVENT

AT YORKDALE

For Earth Week in June 2008, the Yorkdale team organized the Earth Tones event to raise community awareness of environmental issues and provide a showcase for innovative green ideas and initiatives. Some of the exhibits included the CANÜHOME, which promotes sustainable home living trends, Toyota hybrids, and sustainable furniture. The team actively engaged the community in developing the Wall of Ideas that brought together ideas about sustainable living from students at five local schools and shoppers at Yorkdale. The event was very successful, raising $25,000 from the sales of bags, purses made of recycled pop tops, and t-shirts to support the Toronto and Region Conservation Authority which maintains many of the parks and conservation areas in the Toronto area.
Tenant Sustainability Forums or Meetings

Engaging tenants through forums and specialized meetings has been introduced at some properties and is an active way to communicate key environmental programs or achievements and to facilitate an open dialogue on collaboration opportunities to improve the sustainability performance of a building.

Carbon Footprint Data

As the first real estate owner in Canada to calculate its Greenhouse Gas Inventory (carbon footprint), Oxford is in a very strong position to respond to tenant requests for data in this area. Tenant requests for their proportionate share of energy or water consumption within any of Oxford’s building data should be promptly provided. Tenants that have multiple locations across Oxford’s portfolio should be encouraged to contact National Programs for information at a portfolio level.

CUSTOMER AWARENESS AND ENGAGEMENT

Oxford shopping centres have an opportunity to appeal to the green interests of shoppers and the public at large. Each shopping centre should develop its own customer engagement program, either under its own brand or using the Sustainable Intelligence branding. The green customer engagement program should be tailored to each shopping centre, but might include:

- Marketing to promote the green achievements and features of the centre, including centre website, brochures, newsletters, and in-centre waste bins;
- Partnership with non-profit groups to support their environmental or social improvement efforts or provide green education or services for the shopping public;
- Public waste diversion programs such as battery recycling or e-waste drop off centres;
- Sustainability tours for the public to profile the centre’s and tenants’ initiatives and achievements; and
- Visibly highlighting green building features with corresponding educational material.
CASE STUDY: RECOGNIZING TENANT ACHIEVEMENT

Square One has developed a tenant recognition program to showcase tenants that are improving the energy efficiency of their stores. To do this, the operations team has developed the “Tenny” Energywise Award of Excellence which recognizes improvement projects that demonstrate over 20% energy savings. The award will be awarded for the first time in 2010 and given to tenants of different sizes, as well as to one new tenant that meet the criteria and can demonstrate savings. The winners will receive a Green Steps window sticker, have their name on a banner placed prominently in central court for six months, and receive an award presented at the annual tenant appreciation dinner.

SUSTAINABLE INTELLIGENCE INCENTIVE PROGRAMS

The following incentive programs recognize and reward Oxford’s sustainability champions.

Sustainable Intelligence Property of the Year

The Sustainable Intelligence Property of the Year award will be given to the property with the most outstanding achievement or overall performance, consistent with Oxford’s Sustainable Intelligence Scorecard. Property teams can be nominated by their peers in conjunction with Oxford’s Annual Taking Ownership Awards. Winners will be selected by Oxford’s Sustainability Steering Committee and announced at the President’s Meeting in January of the following year.

Sustainable Intelligence Star of the Year

The Sustainable Intelligence Star of the Year award will be given to recognize an individual within Oxford who has made an outstanding personal commitment to the core elements of the Oxford Sustainable Intelligence program – leadership, enhancing returns and social responsibility. Individuals can be nominated by their peers in conjunction with Oxford’s Annual Taking Ownership Awards. Winners will be selected by Oxford’s Sustainability Steering Committee and announced at the President’s Meeting in January of the following year.
CASE STUDY – 2008 SI STAR OF THE YEAR

It is no surprise to anyone who has met John Crane to learn he is the first winner of the Sustainable Intelligence Star of the Year award. John is passionate about improving the energy and environmental performance of buildings and it shows in the successes at Yorkdale Shopping Centre. Fundamental to John’s approach is the highly motivated green team he has developed and leads at Yorkdale. From 2001 to 2007, the team has reduced energy consumption by 27% and avoided emitting 916 metric tonnes of carbon. They have undertaken a wide range of sustainability projects. A focus on more efficient irrigation and a rainwater harvesting tank have yielded 83% savings in water. John and the team focused on reducing waste sent to landfill, increasing the amount of recycling and expanding the recycling programs to include electronics, paint, steel, batteries, and construction waste. For their hard work, Yorkdale has won a number of awards including the BOMA Toronto Earth Award in 2004 and Building of the Year Award in 2006. In 2008, Yorkdale was certified as a Go Green Plus building with a score of 91% from BOMA Toronto. John himself has been published numerous times, sat on a panel on Sustainable Energy Management for the International Council for Shopping Centers (ICSC), and provides expert advice to the Ontario Power Authority.
This section describes policies, requirements, suggestions, and additional guidance (e.g. best practice case studies, tools, and resources) pertaining to sustainability at Oxford’s shopping centres.

ENERGY AND ATMOSPHERE

Scope

• Planning and documenting best management practices for energy efficiency

• Planning and implementing energy efficiency measures
  – Operations
  – Tenant engagement
  – Retrofit, renewal, and/or redesign of building systems

• Commissioning and re-commissioning of building systems

• Alternative energy

• CFC management

• Carbon footprint/emissions reduction reporting

Policy

Oxford will minimize the consumption of energy through effective building management practices, strategic capital investments, and tenant engagement. All properties will aim to compare favourably with external performance benchmarks.

How to Get it Done

The starting point for energy efficiency is to ensure a comprehensive understanding of a shopping centre’s energy usage. Energy consumption and the cost of each utility bill paid by Oxford are recorded, tracked and made available through Oxford’s Sustainable Intelligence Reporting Portal on oxPort. This allows for the identification of unusual changes in energy use, as well as facilitating the tracking, reporting, and effectiveness of energy efficiency initiatives.

Sustainable Intelligence Reporting Portal

The online system to track energy and water use and cost trends are found on the Oxford Sustainable Intelligence Reporting Portal.
**Requirements and Reporting**

1. Ensure that the shopping centre has its own Measurement Canada approved certified meter for each type of utility. For a shopping centre attached to or part of an office building, ensure that Measurement Canada approved certified meters are in place for each type of utility to isolate the energy use of the shopping centre.

2. Track and evaluate ongoing energy use and Greenhouse Gas emissions on Oxford’s Sustainable Intelligence Reporting Portal on oxPort. Benchmark against other Oxford shopping centres and retail malls and national standards. Report on energy performance (total electricity and total gas consumption) and Greenhouse Gas emissions (total direct and indirect emissions) to the Oxford Sustainability Scorecard.

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**NATIONAL PROGRAM – ENERGY TRACKING AND GREENHOUSE GAS INVENTORY**

Climate change has been identified as one of the greatest challenges of our time. Global policy trends, driven by the weight of scientific evidence, point towards a carbon constrained future. This trend, along with a projected long term increase in energy costs, provides a compelling case for a rigorous and disciplined approach to managing energy and Greenhouse Gas emissions.

Oxford’s Sustainable Intelligence Reporting Portal on oxPort provides a dynamic look at energy and emissions performance data across Oxford’s entire portfolio of buildings. Information can be presented at either an asset class summary or property level of detail looking at one of electricity, natural gas, steam, or emissions reports. In addition to being available internally, Oxford also reports aggregate level data through its Sustainability Scorecard (electricity, natural gas, emissions) publicly.

The National Programs group adds value to Oxford’s energy tracking and Greenhouse Gas inventory by identifying and implementing best practice standards (e.g. ISO 14064 for GHG Inventory), providing data aggregation and quality control functions, facilitating internal and external reporting and performance improvement, and delivering cost savings from reducing duplication and effort across sites.

3. Set and maintain Target 2012 energy reduction targets on individual business plans (electricity/natural gas, which drive emissions).
4. Design and schedule a building system re-commissioning program and consider obtaining a Building Performance Audit as part of your Energy Management Plan.

   **Energy Management Plan**
   The Energy Management Plan identifies the objectives of the facility energy efficiency initiatives and an up to date energy action plan. The plan also provides an overview of the site load information, the Green Team and an overview of the energy savings to date.


6. Review and update (if necessary) maintenance planning, scheduling, and tracking systems, as part of the Energy Management Plan.

   **NATIONAL PROGRAM – PREVENTIVE MAINTENANCE**
   Preventative maintenance on the equipment and systems that run Oxford’s properties are important to the reliability, efficiency, and energy performance of the assets.

   Oxford has an industry-leading automated preventative maintenance program used by its real estate management teams. The program provides value by ensuring that all equipment – especially equipment that consumes higher levels of energy – is operating properly in accordance with manufacturer specifications and is maintained at regular intervals. Oxford has committed to creating an environment that supports the development of well informed and high performing maintenance teams through ongoing proactive training programs. This, in turn, helps to control energy use, reduce emissions, and ensure equipment lasts its useful life (therefore minimizing impacts on operating costs and capital expenses).

   National Programs adds value to Oxford’s preventive maintenance program by providing a common, industry leading platform for use by all sites, supporting a high level of performance across the portfolio and delivering cost savings by reducing duplication of effort across sites.

7. Meet, and exceed where appropriate, applicable codes, regulations, and standards.

8. Make sure contractors and consultants understand energy reduction goals. Document expectations in specifications, and look for contractors who demonstrate a similar commitment to energy management.
9. Understand and integrate tenant sustainability requirements (e.g. carbon footprint).

Suggestions

1. Develop and document a Building Operating Plan that details how the shopping centre is to be operated and maintained.

   **Building Operating Plan**
   The Building Operating Plan specifies how the building is to be operated and maintained, addressing weekend, weekday, holiday, occupied, unoccupied, and seasonal conditions by zone. The plan should summarize the mechanical and electrical systems and other key energy consuming equipment in the building. The Building Operating Plan should also identify any areas where it is challenging to maintain conditions and any recommendations and solutions. The plan can also include other building operational instructions and include building automation system schedules, set points and light levels, as well as relevant preventive maintenance plans, and will incorporate performance criteria and, ideally, performance metrics for optimal building operation.

2. Communicate tenant operating procedures to the tenants. Tenant operating procedures may be communicated in the general shopping centre regulations, or be attached to the lease as a schedule and should match tenant responsibilities as outlined in the lease. Tenant operating procedures should help tenants operate their spaces in an energy efficient and sustainable manner. They may include:

<table>
<thead>
<tr>
<th>IN SHOPPING CENTRE REGULATIONS</th>
<th>IN A SCHEDULE TO THE LEASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating instructions for control systems</td>
<td>A requirement to ensure the tenant has a description of automatic controls, operating instructions, and recommended set points and operating schedules</td>
</tr>
<tr>
<td>Requirement to have operating procedures for lighting and heating, ventilation and air conditioning equipment</td>
<td>Required outdoor air rates</td>
</tr>
<tr>
<td>Energy efficiency requirements, including perimeter lighting turned off after hours for light pollution reduction</td>
<td>A schedule and specification for filter maintenance</td>
</tr>
<tr>
<td>Green cleaning requirements</td>
<td>Specific maintenance requirements for air conditioning equipment containing halocarbons</td>
</tr>
<tr>
<td></td>
<td>Documentation requirements for maintenance and process by which it is submitted to Oxford management</td>
</tr>
<tr>
<td></td>
<td>Green cleaning requirements</td>
</tr>
</tbody>
</table>
3. Develop and follow a plan for managing, reducing, and eventually eliminating CFCs in refrigerants used in building cooling systems and in tenant air conditioning systems, refrigerators and coolers.

4. Set lighting design standards for tenant spaces.

**CASE STUDY: LIGHTING DESIGN STANDARDS AT SQUARE ONE**

Reducing tenant lighting loads is a priority at Square One. The operations team has encountered a wide range of lighting power densities in store designs, anywhere from 8 to 10 Watts/ft². To achieve greater efficiency and reduce costs for tenants, the Square One lease requires that each tenant must design the lighting in their store to use no more than 6 Watts/ft². Most tenants at Square One have met this requirement, although some find it challenging to alter their standard designs. Now with Light Emitting Diode (LED) technology, the operations team will be pressing tenants to further reduce their lighting loads to 4.5 Watts/ft². The technology is more expensive initially, but has a much lower energy consumption, with the added benefit of reducing cooling costs.

5. Develop energy reduction programs in one or more of the following areas:

   a. **Making operational changes.**
      Strategies include re-evaluating and reducing operating periods (e.g. after-hours lighting, HVAC systems, parking garage fans), re-evaluating and changing cleaning practices, adjusting temperature and pressure set points, adjusting dampers, calibrating thermostats, reporting and repairing leaks, and closing windows and doors.

   b. **Installing or adjusting automated controls.**
      Strategies include new or upgraded central controls for lighting, central plant and HVAC systems, as well as local lighting controls to enable more discreet lighting for after hours, local switching for computers and equipment, occupancy sensors, and automated blinds.
Some control strategies to consider are optimizing start-up time and equipment sequencing, determining earliest time to turn down heating and cooling systems, reducing lighting and equipment operation during low occupancy periods, and limiting access to thermostats.

CASE STUDY: KINGSWAY – EFFECTIVE LOW COST ENERGY SOLUTIONS

Kingsway Mall has taken a balanced and intelligent approach to reducing energy use by focusing on improving operational practices and investing capital in new equipment. In terms of operational practices, Kingsway has recently undertaken no/low cost changes, including adjusting HVAC temperature controls to minimize heating/air conditioning (mixed air set points to make use of free cooling/heating opportunities), optimizing preventative maintenance schedules, upgrading building automation systems, and re-programming schedules to optimize HVAC equipment operation. These operational practice changes have contributed to Kingsway Mall’s impressive 10.8% reduction in electricity use from 2005-2008.

c. **Replacing, retrofitting, or re-commissioning systems.**
   Strategies include redesigning lighting to reduce the number of fixtures, lamps and ballasts; testing and retrofitting ventilation; installing zone and flow controls with variable speed drives; replacing old HVAC equipment while matching capacity to demand; heat recovery; reducing and replacing old equipment with energy efficient units; retrofitting penthouses and roof hatches; repairing or replacing windows and doors; and installing vestibules.

d. **Right-sizing equipment.**
   Whenever replacing or retrofitting plant or equipment, revisit the required capacity considering the possibilities that the original design was over sized, and/or that the building and use of the space may have evolved over time.

7. Collaborate with tenants and employees in the development and implementation of energy reduction programs. Actions could include turning off signage after hours, reducing or turning off HVAC systems and retail lighting after hours, installing controls to reduce perimeter lighting after hours, and establishing performance standards for equipment.

WATER EFFICIENCY

Scope

• Water performance measurement
• Water efficient landscaping
• Tenant use and cooling tower water management

Policy

Oxford is committed to optimizing indoor and outdoor water use in buildings.

How to Get it Done

The starting point of water efficiency is to ensure an understanding of a shopping centre’s water usage. Water consumption and the cost of each water bill are recorded and tracked in the utility management system, allowing for the identification of unusual changes in use and facilitating the tracking and reporting of water efficiency initiatives.

To better understand water usage, install submeters on areas with high usage. These areas might include domestic hot water heating, public washrooms, outdoor irrigation, etc. Review process use of water, such as central plant, humidification systems, and cooling towers.

Requirements and Reporting

1. Have a permanently installed billing grade central water meter which measures the water use of the whole building. For complexes, ensure the shopping centre is separately metered for water.

2. Ensure base building mechanical drawings are up to date so you are able to determine what is used by which meter, particularly if more than one water meter is installed.
3. Install water sub-meters on all cooling towers.

4. Report on total monthly water consumption to the Oxford Sustainability Scorecard. Consumption is reported as both total water consumption and water savings per square foot.

5. Develop a Water Management Plan.

Water Management Plan
A Water Management Plan will document water savings actions, planned and completed, together with budget/actual costs and paybacks. The plan will identify all sub-meters on site, as well as how the meters are being used to check water usage, bill tenants, and identify and verify water saving initiatives.

Suggestions

1. In reviewing a shopping centre’s water consumption, note any unusual changes in the water use and investigate the root cause.

2. As part of a standard preventive maintenance process, check fixture operation and fix leaky toilets, taps, valves, and pipes.

3. Make low-cost improvements to reduce water use, such as installing automatic controls for all fixtures and aerators on all faucets.

4. When refurbishing bathrooms or change rooms, install low-flow, flushometers or no-flush fixtures, such as high efficiency dual flush toilets and waterless urinals. Encourage tenants to do the same. When choosing fixtures, be aware that some of them, such as waterless urinals, may require special maintenance procedures and may be dependent on the vintage of the piping in the building.

5. Reduce or eliminate the use of irrigation for landscaping. Choose water efficient plants and/or use rainwater or reused water for watering.

6. Maintain cooling tower preventive maintenance and ensure proper water levels.

7. Record the installed unitary water consumption of all faucet, flush valves and urinal devices in the shopping centre, including tenant fixtures. Consider measuring actual flow rates of standard fixtures.
8. Record all significant water using equipment and/or processes such as air conditioning condensing units, water-cooled air compressors, water-cooled circulating oil in chillers and water mist humidification. Check regularly for efficient operation. Each should be sub-metered to track water consumption.

CASE STUDY: SCARBOROUGH TOWN CENTRE WATER CONSERVATION

At Scarborough Town Centre, successful water conservation comes from understanding water usage. The first step was installing water meters in the public washrooms, food court, and outdoor irrigation system. Through regular inspections and monitoring, improvements were identified and implemented. Older water fixtures were replaced with new low flow fixtures at the shopping centre’s expense. Food court tenants are encouraged to upgrade to efficient pre-rinse nozzles. A grease recovery system is being piloted with one of the food court tenants to replace traditional grease traps and minimize flushing of sanitary drains. The operations team is looking at a smart watering system for irrigation and building a storm water holding tank to avoid runoff and use the water for irrigation purposes. Cooling tower water usage is being addressed by installing an auto bleeder control based on conductivity for domestic water makeup and ensuring the cycles of concentration will be kept up by the water treatment company.
SUSTAINABLE SITES

Scope

• Green management of facility exterior
• Alternative transportation
• Reduced impact on site
• Green exterior design features

Policy

Oxford ensures building sites are maintained to a level that is healthy for building occupants and local ecology.

Oxford is committed to reducing the use of high emission transportation and encouraging alternatives.

How to Get it Done

Understanding the impact of a building on the environment means taking a good look at the environmental implications of the location, design and outdoor maintenance practices. There are a number of actions that can be taken that may not be immediately feasible, but can be part of a longer-term Sustainable Building Site Management Plan. Reducing high-emission transportation use should be considered separately and is an excellent opportunity to engage tenants and employees in reducing the extended carbon footprint of a building.

Requirements and Reporting

1. Develop and follow a Sustainable Building Site Management Plan.
2. Implement Oxford’s Integrated Pest Management Policy (see Indoor Environmental Quality, pg. 41).
4. Report green awards and certifications to the Oxford Sustainability Scorecard.
5. Develop and follow a plan for reducing the use of high-emission transportation, including meeting carbon reduction targets.
Suggestions

1. A Sustainable Building Site Management Plan should consider:
   a. Outdoor building maintenance which can include sustainable chemical, fertilizer, and pest management practices; maintenance equipment; snow removal practices; building cleaning; and exterior paints and sealants.
   b. Landscape management including:
      • Minimizing irrigation by reducing lawn size and planting vegetation that require little watering;
      • Collecting and using rainwater for irrigation;
      • Reducing fertilizer usage;
      • Increasing native vegetation;
      • Reducing invasive plant species; and
      • Increasing natural features such as ponds and rocks which can also provide habitats for local species.
   c. Reducing impervious surfaces, such as traditional asphalt and concrete, to reduce stormwater runoff and allow for absorption of water.
   d. Reducing the “heat island” effect of increased temperatures in urban areas by reducing or eliminating dark, non-reflective outdoor surfaces. Some options to consider are:
      • Create shade. This may include planting trees or shrubs and using vine-covered trellises or light coloured structures to cover walkways and parking lots.
      • Use light coloured materials or coatings for parking lots, walkways and roofs. This can have an additional benefit of increasing energy savings.
      • Install a green roof.
   e. Reducing light pollution by avoiding unnecessary indoor and outdoor lighting, which has an additional benefit of increasing energy savings. Some options to consider are:
      • Shade and use of high cutoff lights that shine downwards rather than upwards; and
      • Turn off non-essential lighting after normal operating hours. Encourage tenants to turn off non-essential lighting after normal operating hours as well.
2. To encourage the use of alternative transportation, consider:
   a. Tracking and benchmarking actual car use, which can be used to develop and implement a plan for reducing usage;
   b. Providing facility features such as bike racks, change rooms, and hybrid vehicle preferred parking;
   c. Providing shuttle service to mass transit and encouraging carpooling; and
   d. Offering employees incentives for using alternative transportation.

CASE STUDY: YORKDALE ALTERNATIVE TRANSPORTATION

Yorkdale has implemented an innovative program to reduce the carbon impact of the shopping centre. The team is using more environmentally friendly options for Oxford management transportation. Two of the security vehicles are now hybrids. During the spring, summer and fall, security patrols are done on bicycles rather than vehicles, further reducing the carbon footprint. The Yorkdale team soon will be implementing a parking management system which will direct customers in cars to available parking spaces. This should eliminate the need for cars to circle the parking lot for open spaces and reduce car idling.
MATERIALS AND RESOURCES

Scope

• Waste management
• Sustainable purchasing
• Green renovations

Policy

Oxford’s co-investors, tenants, employees, and retail customers expect Oxford to follow best practices in waste management and minimize overall environmental impact from waste.

Oxford is committed to minimizing the generation of waste, in collaboration with tenants and retail customers, through waste reduction, reuse initiatives, recycling, and responsible procurement practices.

Oxford will purchase environmentally friendly products and select suppliers with environmentally sound services, where feasible.

How to Get it Done

It is important to understand what is bought and what is disposed of in each building. The primary objective is to reduce waste, followed by reuse and then recycling. For purchases, determine what items can be replaced with more sustainable products. In doing this, consider:

• Items that are used and replaced regularly such as office supplies, batteries, and bathroom supplies;

• Larger, more infrequent purchases such as office furniture, office equipment, landscaping equipment, and maintenance equipment and vehicles;

• Materials for construction, demolition, and renovations; and

• Contracts with suppliers and specifications for contractors.
Requirements and Reporting


**NATIONAL PROGRAM – WASTE MANAGEMENT**

Shopping centres generate a wide range of waste and recyclable materials from building operations, regular tenant and retail customer activities, and construction and retrofit projects, which in turn can result in a range of environmental impacts and opportunities.

Oxford utilizes the services of a third party consultant to audit and manage waste generation and diversion. The consultant conducts an annual waste audit to identify and quantify sources of waste which is used to inform a building's Waste Management Plan. In 2006 alone, cost savings of several hundred thousand dollars were realized through audits of waste haulers across the Ontario retail portfolio. The audits also create baseline information that allows Oxford to comply with legislation and support the Greenhouse Gas Inventory reporting efforts. (Note: Decomposing waste produces methane, a Greenhouse Gas.)

National Programs adds value to Oxford’s waste management activities by identifying best practice standards and service providers, facilitating a consistent approach across Oxford’s portfolio, providing data aggregation and quality control functions, and delivering cost savings from reducing duplication and effort across sites.

2. Develop and follow a Waste Reduction Plan in accordance with the policy. The plan should include waste reduction and diversion targets set from the Waste Stream Audit and should provide for reporting on results. Waste management reporting on total waste generated and diverted must be reported as an annual indicator in the Oxford Sustainability Scorecard.

3. Require all tenants and tenants’ contractors to follow Oxford’s Sustainable Intelligence Tenant Guide and to reduce material use and waste from construction, demolition, and/or renovation projects.

4. Update the Waste Stream Audit and Waste Reduction Plan annually and report to all stakeholders on results.
CASE STUDY: TAKING WASTE MANAGEMENT TO THE NEXT LEVEL AT YORKDALE

The Yorkdale operations team made innovative strides in waste reduction through an in-house project to reduce waste haulage and improve ergonomics. Some of the improvements included constructing cold rooms to store organic waste; installing a cardboard compactor, which reduces haulage costs and contamination; and reorganization and clear labeling of bins. This has produced some astonishing results with an expected reduction of 492 trips in a year for waste, recycling, and organics haulage. The team has calculated this will save 5.82 tonnes of CO2 emissions and $16,612 a month in avoided haulage costs.

Suggestions

1. Create a Green Purchasing Policy and Plan for both regularly purchased items and larger, more infrequent purchases. Consider using purchases that include:
   a. Post-consumer or post-industrial recycled material;
   b. Rapidly renewable materials;
   c. Locally harvested, processed or extracted materials;
   d. Rechargeable batteries;
   e. Energy Star labeled products; and
   f. Replacing gas-powered machinery with electric powered machinery.

2. Use and encourage tenants to use sustainable products for renovations, demolitions, retrofits, and additions including:
   a. Post-consumer or post-industrial recycled material;
   b. Salvaged (re-used) material either from internal or external sources;
   c. Rapidly renewable materials;
   d. Forest Stewardship Council (sustainably forested) certified wood;
e. Locally harvested, processed, or extracted materials;

f. Adhesives and sealants that have low volatile organic compound (VOC) content;

g. Paint and coatings that have low VOC emissions; and

h. Low mercury lamps (75 picograms per lumen-hour or less).

3. Encourage and support purchasing organic and/or local food.

4. Develop a program to allow organic waste (food, plant cuttings, etc.) to be diverted from landfill.

CASE STUDY: KINGSWAY – RECYCLING USED COOKING OIL

Kingsway Mall, with the help of its service provider, prevents thousands of tonnes of used cooking oil from clogging sewer systems, polluting waterways, and contaminating landfills. Used cooking oil is filtered, sterilized and tested to produce useful products. These products include biodiesel (a cleaner burning alternative fuel) and feed fat (an energy ingredient in animal feed rations). Kingsway’s service provider recovers and distributes over 35 million liters of biodiesel in Western Canada – the equivalent of removing the CO2 emissions of over 3,200 cars from our roads and environment.

5. Develop a program to significantly divert waste from landfill or incineration. The program should address reducing, reusing or recycling both items consumed on an ongoing basis and larger, infrequently disposed of items (see How to Get it Done).

6. Oxford has a number of waste management initiatives, such as fluorescent lamp recycling through a credible, authorized firm. Check what is available locally.
INDOOR ENVIRONMENTAL QUALITY

Scope

• Indoor air quality management best practices
• Occupant comfort
• Green cleaning

Policy

Oxford is committed to providing the best possible indoor air quality. Oxford buildings will provide the proper quality and quantity of fresh air as specified by the American Society of Heating, Refrigeration, and Air Conditioning (ASHRAE) Indoor Air Quality (IAQ) standards and mandated by legislation.

Oxford will use environmentally friendly cleaning products in buildings, contract with cleaning companies who practice environmentally sound services when feasible, and strive to maintain an environmentally safe building.

Oxford is committed to integrated pest management by focusing on eliminating and preventing problems that attract and support pests and implementing environmentally friendly pest treatment where possible, as needed.

How to Get it Done

Effective indoor environmental quality requires looking at all issues related to air quality inside a building and proactively controlling and monitoring them.

Requirements and Reporting

Follow Oxford’s corporate IAQ management program to maintain, and regularly test, appropriate air quality for tenant and occupant comfort.

NATIONAL PROGRAM – INDOOR ENVIRONMENTAL QUALITY

Healthy IAQ is important to the satisfaction and productivity of tenants, and a key component for all green building certification programs.

Oxford takes a proactive and comprehensive approach to managing IAQ at properties and follows the highest standards from Health Canada, Provincial Workers’ Compensation Boards and ASHRAE. Regular testing by trusted IAQ experts address six instantaneous measurement parameters during each
annual monitoring period. Each of the parameters is measured in representative areas of the building, with a minimum of two locations per floor. On multi-tenanted floors, at least one measurement is conducted in each occupied space. These measurements are conducted in both the morning and afternoon and include carbon dioxide, carbon monoxide, temperature, relative humidity, respirable suspended particulate, and total volatile organic compounds.

The National Programs team adds value to Oxford’s IAQ monitoring program by identifying best practice standards and service providers, facilitating a consistent approach across Oxford’s portfolio, and delivering cost savings from reducing duplication and effort across sites.

2. Benchmark ventilation system to ensure the required quality and quantity of fresh air as required by ASHRAE IAQ standards or applicable legislation, whichever is more stringent.

3. Do not allow smoking in the building or within 7.5 metres (25 feet) of all entryways, fresh air intakes, and operable windows.

4. Follow Oxford’s corporate Green Cleaning tender process and ensure a suitable provider is selected that provides Green Cleaning services using EcoLogo certified products and following sustainable practices (see Suggestions).

**NATIONAL PROGRAM – GREEN CLEANING**

The use of green products and practices helps minimize the impact of buildings on the environment and contributes to a healthier indoor environment for tenants, employees, visitors, and service providers.

Oxford, through defined qualification standards and a cleaning tender process managed by National Programs, requires that all cleaning vendors use EcoLogo certified green cleaning products and green practices and equipment. Practices that minimize paper waste and conserve water are encouraged as is the use of equipment that captures a large percentage of particulates and produces low emissions.
The National Programs team adds value to Oxford's cleaning practices by setting best practices and green standards. The centralized tendering process reduces duplication of effort by the sites and ensures competitive market pricing for the quality specified.


Suggestions

1. For inclusion in an IAQ management program:
   a. Establish best practice for outdoor air flow rates that meet or exceed environmental laws, regulations, and standards, including Health Canada and ASHRAE IAQ requirements.
   b. Make sure ventilation systems maintain the outdoor air flow rates and ensure the ventilation system is properly calibrated and performing as designed.
   c. Install a permanent monitoring system that reports on ventilation system performance to ensure air flow rates are maintained.
   d. Install CO2 sensors in return air ducts.
   e. Install and regularly maintain high efficiency filters for all outside air intakes and re-circulated air returns.
   f. Conduct an annual IAQ audit, as per the National Pro-Active Indoor Air Quality Monitoring Program. Ensure all maintenance included in items (a) through (f) are in the building's preventative maintenance system.
   g. Provide an easily accessible means for tenants to communicate questions or feedback on IAQ issues and respond to them immediately.
   h. Make sure all contractors understand the IAQ goals and standards. Ensure good IAQ management practice is documented in the specifications, and look for contractors who demonstrate a similar commitment to good IAQ practice.
i. Ensure all tenants and contractors develop and follow an IAQ Management Plan for construction, demolition, and renovation projects. This should include protecting the HVAC system, controlling sources of air pollutants, containing construction dust and other airborne contaminants, and ensuring proper clean up. With a tenant improvement project, a “flush-out” process should be implemented after the construction ends to remove any potential contaminants.

2. For inclusion in a Green Cleaning program:
   a. Using environmentally friendly cleaning and maintenance products with EcoLogo, the Green Seal and/or Environmental Choice standard;
   b. Implement a low environmental impact cleaning schedule, which should reduce the impact on energy use, use of chemicals, and time spent cleaning the building;
   c. Use sustainable cleaning equipment that takes into account improving IAQ, reducing strain, reducing sound levels, and energy efficiency;
   d. Reduce or eliminate the use of chemicals;
   e. Implement safe chemical storage procedures; and
   f. Develop, implement and maintain an integrated pest management plan to manage indoor pests in an environmentally friendly manner that maintains a good indoor environment, health and safety.

3. Participate in a bi-annual survey that includes an assessment of occupant comfort in the building.
INNOVATION

Scope

• Exemplary building performance practices or measures
• Documentation of innovative practices, initiatives or measures

Policy

Oxford fosters innovation in technology and building management practices aimed at higher levels of sustainability.

How to Get it Done


   Oxford developed a High Performance Buildings Working Group in 2008 to address shared sustainability challenges across Oxford’s asset classes. The group is comprised of managers from each of the asset classes, and plays a key role in assessing and sharing experiences around innovative sustainability technologies and practices. The group meets on a regular basis and has a standing agenda item on innovative technologies.

   Any significant innovative, unverified technology that may have an application across Oxford’s portfolio should be submitted to the High Performance Buildings Group for evaluation. If the group feels the technology has promise, it will nominate a building to test the technology and ask the Operations Managers to report back on its viability, effectiveness and value. The results will be made available to all of Oxford’s Real Estate Management teams via the internal Sustainable Intelligence website.

2. Green Building Certifications and Awards

   Green building certifications such as BOMA BEST and LEED® provide a credible means to benchmark and recognize high performance buildings. Green building awards, from organizations such as the International Council of Shopping Centres (ICSC) and BOMA, recognize the top performing buildings in the industry. Oxford aims to demonstrate its industry leadership through the pursuit of relevant green building certifications and awards, and tracks and reports on them through its Sustainability Scorecard.
NATIONAL PROGRAM – GREEN BUILDING CERTIFICATIONS

BOMA BESt certification has quickly become a competitive requirement for shopping centres in Canada. LEED® is in the early stages of exploration for existing shopping centres (LEED® Existing Buildings: Operations and Maintenance).

Oxford’s Sustainable Intelligence policies and the Oxford Way – Sustainable Shopping Centres (Section 3 of this guide) can support BOMA BESt (and in the future LEED®) applications at Oxford shopping centres (See Appendix 2).

The National Programs team adds value to green building certifications by developing best practices, green standards (e.g. this guide) that support site level certification, and a common approach across the portfolio.
APPENDIX 1: OXFORD CORPORATE POLICIES SUMMARY

Energy and Atmosphere
Oxford will minimize the consumption of energy through effective building management practices, strategic capital investments, and tenant engagement. All properties will aim to compare favourably with external performance benchmarks.

Water Efficiency
Oxford is committed to optimizing indoor and outdoor water use in buildings.

Sustainable Sites
Oxford ensures building sites are maintained to a level that is healthy for building occupants and local ecology.

Oxford is committed to reducing the use of high emission transportation and encouraging alternatives.

Materials and Resources
Oxford’s co-investors, tenants, employees, and retail customers expect Oxford to follow best practices in waste management and minimize overall environmental impact from waste.

Oxford is committed to minimizing the generation of waste, in collaboration with tenants, through waste reduction, reuse initiatives, recycling, and responsible procurement practices.

Oxford will purchase environmentally friendly products and select suppliers with environmentally sound services, where feasible.

Indoor Air Quality
Oxford is committed to providing the best possible IAQ. Oxford buildings will provide the proper quality and quantity of fresh air as specified by applicable ASHRAE IAQ standards and mandated by legislation.

Oxford will use environmentally friendly cleaning products in buildings, contract with cleaning companies who practice environmentally sound services when feasible, and strive to maintain an environmentally safe building.

Oxford is committed to integrated pest management by focusing on eliminating and preventing problems that attract and support pests and implementing environmentally friendly pest treatment where possible, as needed.

Innovation
Oxford fosters innovation in technology and building management practices aimed at higher levels of sustainability.
### APPENDIX 2: BOMA BEST ASSESSMENT – ENCLOSED SHOPPING CENTRES STANDARD

<table>
<thead>
<tr>
<th>BOMA BEST - Enclosed Shopping Centres Section</th>
<th>BOMA Requirement</th>
<th>Oxford Sustainable Intelligence Guide Section</th>
<th>Subsection &amp; Number</th>
<th>Additional Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.7 Green Energy</td>
<td>Purchased green electricity or on site renewable energy</td>
<td>Energy and Atmosphere</td>
<td>Suggestions 6</td>
<td>None</td>
</tr>
<tr>
<td>1.8 Envelope</td>
<td>Features to reduce the cooling load</td>
<td>Sustainable Sites</td>
<td>Suggestions 1</td>
<td>Consider shading and reflective materials for roofs and paving</td>
</tr>
<tr>
<td>1.9 Energy Management</td>
<td>Energy policy endorsed by senior management</td>
<td>Energy and Atmosphere</td>
<td>Policies</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Energy usage targets</td>
<td>Energy and Atmosphere</td>
<td>Requirements &amp; Reporting 3</td>
<td>Report against progress</td>
</tr>
<tr>
<td></td>
<td>Energy management plan (Mandatory)</td>
<td>Energy and Atmosphere</td>
<td>Requirements &amp; Reporting 5</td>
<td>Develop plan</td>
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<tr>
<td></td>
<td>Maintenance program (Mandatory)</td>
<td>Energy and Atmosphere</td>
<td>Requirements &amp; Reporting 6</td>
<td>Develop and follow plan</td>
</tr>
<tr>
<td>2.3 Water Management</td>
<td>Policy to minimize water use and encourage water conservation</td>
<td>Water Efficiency</td>
<td>Policies</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Monitoring water consumption</td>
<td>Water Efficiency</td>
<td>Requirements &amp; Reporting 1</td>
<td>Monitor meter readings</td>
</tr>
<tr>
<td>3.0 Waste Reduction &amp; Recycling</td>
<td>Waste audit</td>
<td>Materials and Resources</td>
<td>Requirements &amp; Reporting 1</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Current diversion rate</td>
<td>Materials and Resources</td>
<td>Requirements &amp; Reporting 1</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Waste reduction targets</td>
<td>Materials and Resources</td>
<td>Requirements &amp; Reporting 2</td>
<td>Establish targets</td>
</tr>
<tr>
<td></td>
<td>Regular monitoring of waste</td>
<td>Materials and Resources</td>
<td>Requirements &amp; Reporting 2</td>
<td>Report on progress against targets</td>
</tr>
<tr>
<td></td>
<td>Construction, renovation and demolition waste management policy (Mandatory)</td>
<td>Materials and Resources</td>
<td>Policies</td>
<td>None</td>
</tr>
<tr>
<td>3.2 Site</td>
<td>Enhancing site ecological value</td>
<td>Sustainable Sites</td>
<td>Suggestions 1b, c &amp; e</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Measures to reduce heat island effect</td>
<td>Sustainable Sites</td>
<td>Suggestions 1d</td>
<td>None</td>
</tr>
<tr>
<td>4.2 Management of Ozone Depleting Refrigerants</td>
<td>Management plan and phase out plan for ozone-depleting refrigerants (Mandatory)</td>
<td>Energy and Atmosphere</td>
<td>Suggestions 2</td>
<td>Develop and follow plan</td>
</tr>
<tr>
<td>4.5 Hazardous Products and WHMIS</td>
<td>Landscaping practices that minimize the use of pesticides, herbicides, fertilizer, and petroleum based products</td>
<td>Sustainable Sites</td>
<td>Suggestions 1a &amp; b</td>
<td>None</td>
</tr>
<tr>
<td>5.1 Indoor Air Quality - Ventilation</td>
<td>Adequate ventilation of retail spaces</td>
<td>Indoor Environmental Quality</td>
<td>Policies, Requirements &amp; Reporting 2</td>
<td>None</td>
</tr>
<tr>
<td>5.3 Indoor Air Quality - Filtration</td>
<td>Filters rated at minimum efficiency of MERV 8</td>
<td>Indoor Environmental Quality</td>
<td>Suggestions 1e</td>
<td>None</td>
</tr>
<tr>
<td>5.6 Indoor Air Quality - Control of Pollutants at the Source</td>
<td>Sustainable cleaning contract with the cleaners</td>
<td>Indoor Environmental Quality</td>
<td>Policies, Requirements &amp; Reporting 4</td>
<td>Ensure requirements are in contract</td>
</tr>
<tr>
<td></td>
<td>Smoking in the building</td>
<td>Indoor Environmental Quality</td>
<td>Requirements &amp; Reporting 3</td>
<td>None</td>
</tr>
</tbody>
</table>
### APPENDIX 2 (CONT’D): BOMA BEST ASSESSMENT – ENCLOSED SHOPPING CENTRES STANDARD

<table>
<thead>
<tr>
<th>BOMA BEST - Enclosed Shopping Centres Section</th>
<th>BOMA Requirement</th>
<th>Oxford Sustainable Intelligence Guide Section</th>
<th>Subsection &amp; Number</th>
<th>Additional Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.7 IAQ Management</td>
<td>Documented means of addressing tenants/occupants concerns regarding indoor air quality (Mandatory)</td>
<td>Indoor Environmental Quality</td>
<td>Suggestions 1g</td>
<td>Needs to be a documented process</td>
</tr>
<tr>
<td></td>
<td>Annual IAQ audit</td>
<td>Indoor Environmental Quality</td>
<td>Suggestions 1f</td>
<td>None</td>
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<td></td>
<td>Procedures for good IAQ management</td>
<td>Indoor Environmental Quality</td>
<td>Requirements &amp; Reporting 1</td>
<td>Documentation needed</td>
</tr>
<tr>
<td>6.1 Environmental Management (EMS) Documentation</td>
<td>Written environmental policy</td>
<td>Guiding Principles</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Action plans to improve energy and environmental performance</td>
<td>Performance Management</td>
<td>Implement Performance Management process</td>
<td></td>
</tr>
<tr>
<td>6.2 Environmental Purchasing</td>
<td>Written environmental purchasing policy</td>
<td>Materials and Resources</td>
<td>Policies</td>
<td>Implement policy</td>
</tr>
</tbody>
</table>
Acknowledgements

Oxford is receiving increased recognition in the commercial real estate industry for our Sustainable Intelligence program and industry leadership. This guide continues Oxford on a leadership path by promoting portfolio-wide sustainability standards and best practices, consistent with the LEED® standard.

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Darryl Neate
Director, Sustainability
Oxford Properties Group