



# RACE TO REDUCE

## REMARKABLE ALLIANCES

CHANGING THE ENERGY CONVERSATION  
WITHIN CANADA'S OFFICE SECTOR

*Designed to align with government and market interests and address primary barriers to energy reduction within commercial office buildings, the Race to Reduce is the first-of-its-kind energy reduction challenge that encourages Greater Toronto and Hamilton Area (GTHA) landlords and tenants to publicly commit to working together to reduce energy consumption within their respective buildings, while contributing to a meaningful collective energy reduction target of at least 10 per cent over four years.*

The Race to Reduce is a project of the Greater Toronto CivicAction Alliance.

This report was made possible through the support of Toronto and Region Conservation Authority.

Thank you to Liza Horowitz, who at the time was, Vice President Corporate Development and Marketing, The Delphi Group, for her invaluable volunteer efforts in helping us chronicle the early years of the Race to Reduce.

This project is funded in part through  
the Conservation Fund of the



# Table of Contents ...

1	A MESSAGE FROM THE CHAIRS
2	THE ROOTS OF THE RACE TO REDUCE
4	THE MAJOR PLAYERS BEHIND THE RACE TO REDUCE
5	ATTRACTING THE RACERS
6	RACE TO REDUCE AWARDS
8	MILESTONES
9	VOLUNTARY & FINANCIAL LEADERSHIP
13	WORKING TOWARD A LASTING LEGACY
14	RACE TO REDUCE PARTICIPANTS (2012)

# A message from the Chairs

*There are enormous opportunities with commercial office buildings for smarter energy use, yet few landlords or tenants were seizing those opportunities. To accelerate action and greater commitment to reducing carbon emissions in the Toronto region, we needed landlords and tenants to work together in a way that extends far beyond a basic lease agreement.*

Launched in May 2011, CivicAction’s Race to Reduce represents the first office energy reduction challenge of its kind in Canada. The Race challenges Toronto region office building landlords and tenants to publicly commit to work together to reduce the total collective energy use in participating office buildings **by at least 10%** from 2011-2014.

To date, landlords and tenants have registered 67 million square feet of office space, more than 32% of all office stock in the Toronto region. By the end of the Race’s second year, Race participants collectively reduced their energy use by 139 million kWh (equivalent to annual carbon emissions from 3,598 cars) which is a 9% reduction, triple the initial projections and just one point shy of the Race’s collective four-year reduction goal. More importantly, we were on our way to establishing

a systematic, market-wide process for benchmarking performance and reporting on progress.

This first report chronicles the initial stages of our journey to transforming the energy conversation in the commercial office sector. From the analysis that pointed to commercial office buildings as major drivers of carbon emissions to the incredible mid-Race 2012 collective energy reduction results, this report also acknowledges the leadership of the great many landlords, tenants and partners that have joined us on our journey.

Our hope is that the telling of the Race to Reduce story will inspire our participants and those in other sectors and jurisdictions to join us on the path to a “new normal”—one that leverages unprecedented collaboration and delivers economic, social, and environmental prosperity for all.




**Brad Henderson,**  
Senior Managing  
Regional Director,  
CBRE Limited

CBEI\* Leadership  
Council Co-chair  
(2012–present)



**Roger Johnson,**  
Senior Vice President  
Enterprise Real Estate,  
TD Bank Group

CBEI Leadership  
Council Co-chair  
(2013–present)



**Linda Mantia,**  
Executive Vice  
President, Cards and  
Payment Solutions,  
RBC Financial Group

CBEI Leadership  
Council Co-Chair  
(Founding)



**Michael Thornburrow,**  
Senior Vice President,  
Corporate Real Estate,  
BMO Financial Group,

CBEI Leadership  
Council Co-Chair  
(Founding)



**John Tory,**  
Chair, CivicAction  
(2010-2014)

\* Commercial Building Energy Initiative

# THE ROOTS OF THE RACE TO REDUCE

*The Greater Toronto CivicAction Alliance is a non-profit organization that brings together civic leaders to collectively tackle the region's most pressing social, economic and environmental challenges and seize its biggest opportunities.*

*CivicAction was formed in 2002 out of the vision of the late David Pecaut of the Boston Consulting Group, with the support and efforts of our former chair John Tory and other civic leaders. CivicAction brings together business and labour, all three levels of government, and the academic, non-profit and voluntary sectors to leverage their collective energy, their networks, and their 'thought leadership.' Working together, CivicAction has forged a 'neutral platform' for engaging established and emerging leaders to drive the Toronto region's prosperity.*

*We make things happen! In a survey of participants, 62% said that the Race is responsible for actions or collaborations that otherwise would not have occurred.*

The Race to Reduce is a project of CivicAction and its Greening Greater Toronto environmental initiative. In 2008, through research and consultations, CivicAction identified three strategic areas of environmental focus with the greatest potential for positive regional impact that were not being addressed by other organizations: greening procurement practices, creating a voluntary Canadian carbon offset fund, and reducing commercial building energy use.

With regard to this third strategic focus area, research showed that the Greater Toronto Area (GTA) office space was estimated at 165 million sq/ ft among 1,750 office buildings. These buildings accounted for close to 20% of the carbon emissions in the GTA — second only to transportation — and consumed 37% of the electricity and 17% of the natural gas.

With this clearly defined problem, and appreciation of market dynamics, CivicAction convened 50 stakeholders for the first meeting of the Commercial Building Energy Initiative (CBEI) Leadership Council on September 2009 to plot out how to reduce energy use in commercial office buildings.

Co-hosted by two of the region's largest tenant representatives, the assembled group featured a unique mix of senior executives representing landlords, tenants, service providers, all three levels of government, industry associations and utility providers. Building owners in attendance represented over 40% of the GTA's building stock, while the tenants occupied some 40 million square feet of office space.

This knowledgeable and influential group put together the foundation of what would become the Race to Reduce:

- Identified primary barriers to energy efficiency in office buildings
- Developed action plans for individual barriers
- Envisioned a friendly competition as the best means to engage landlords and tenants
- Developed a meaningful energy reduction target, basis for measurement, and actionable timeframe
- Ensured the Race to Reduce was aligned with government and market interests
- Engaged funding partners with interest in achieving the Race to Reduce target

This leadership group also recognized that a voluntary energy reduction challenge would support the business and corporate social responsibility needs of prospective participants. Reducing energy use would have a positive

impact on a business' bottom-line, while significant benefits would be realized through improved productivity, engaged and satisfied employees and a stronger recruitment story that comes with meaningful corporate social responsibility efforts.

## THE KEY BARRIERS TO SAVING ENERGY

- 1** *Lack of good data on energy use and where a building is in relation to others in the sector.*
- 2** *Knowledge of what others have done successfully to cut energy use is incomplete and outdated.*
- 3** *Lack of information needed to make a strong business case for energy efficiency investments.*
- 4** *Not enough effective communication among landlords and tenants concerning energy efficiency.*

*“The potential is immense — if 100% of the region’s office space participated in the Race, a collective 10% reduction over four years means reducing energy consumption by almost 435,483,000 ekWh (equivalent kilowatt hours) – the equivalent of taking over 11,000 cars off the road. Participants would enjoy a collective savings of over \$68 million in energy costs over the four years and over \$34 million each year after that.”*

— **Brad Henderson**, CBEI Leadership Council Co-Chair and Senior Managing Regional Director, CBRE Limited

### CASE STUDY

## COLLABORATION, CREATIVITY, CONSERVATION, CHARITY.

RBC and Oxford Properties Group designed an occupant engagement pilot program campaign called “Green Grinch” to reduce after-hours lighting over the December holiday season, and have run it the past two years at Royal Bank Plaza. RBC and Oxford collaborated to inform RBC occupants about local zoned overrides that could be used to provide zoned lighting for those working late. Oxford then mirrored the program on Oxford-occupied floors and matched RBC’s cost savings realized through energy reductions over the pilot program, donating the total saved to RBC’s Charity Trust campaign for United Way. The pilot program reduced the lighting energy load by an average of 43% over the holiday periods in which it ran compared to previous years.

# THE MAJOR PLAYERS BEHIND THE RACE TO REDUCE

*The Race to Reduce has been designed by, and is being driven by, the very audience it targets: office building landlords and tenants. However, it takes more than the racers to make a great race. A wide range of stakeholders — landlords and tenants, utilities, industry associations and service companies — have been instrumental in putting the Race to Reduce together.*



# ATTRACTING THE RACERS

*Some landlords and tenants are undoubtedly attracted by the potential savings to their bottom lines, while others are hoping to shrink their environmental footprint. Seven key drivers have contributed to the Race's success.*

- 1. Landlord, Tenant Collaboration.** Bringing landlords and tenants together to reduce energy consumption. To our knowledge, this is the first program that encourages this game-changing behaviour for the commercial office sector.
- 2. Anonymity.** Building data shared by landlords is kept confidential. Energy reduction analysis and results are completed and shared on an aggregated, anonymous basis.
- 3. Setting a meaningful and attainable goal.** The collective energy reduction target recognizes that some buildings have already made major strides in energy reduction, while others still have many opportunities available.
- 4. Measureable results.** Participants are strongly encouraged to submit their buildings' energy use and other details to EnergyStar's Portfolio Manager. This data is used to calculate the collective energy reduction on an annual basis, as well as determine the annual Race to Reduce Building Performance award winners.
- 5. One-size does-not-fit-all.** Working together, a landlord and tenant(s) develop a practical energy reduction plan that can be readily folded into an existing sustainability strategy.
- 6. Resources to get started.** Participants have access to:
  - A 10-step Race Kit that helps landlords and tenants get started
  - A compelling energy reduction business case
  - A library of over 1,000 case studies provided by Toronto and Region Conservation Authority's Partners in Project Green
  - A 'Greening Our Workplace' session customized to a building's landlord and tenants needs
  - Customizable Race to Reduce collateral materials
  - Contacts at the region's local utilities to offer financial assistance and expertise
- 7. Awards and recognition.** Landlord and tenant energy reduction efforts are recognized and celebrated at an annual, "must-attend" awards event.

*"It was a very daring thing to put competing landlords and tenants in the same room together and expect them to share their ideas and issues."*

— **Linda Mantia**, *Founding CBEI Leadership Council Co-chair and (at the time) Senior Vice President, Enterprise Services and Chief Procurement Officer, RBC*

## GOING FROM 'GOOD TO GREAT'

### CASE STUDY

Simcoe Place was already an efficient, LEED EB: O&M Gold rated building when Cadillac Fairview began a multi-year program in 2010 to go "from good to great" in building performance and energy efficiency. Having set its target based on REALpac's 20 by '15, they engaged their Energy Innovation Team including their key tenant (WSIB), building operators, Cadillac Fairview management, engineers and service contractors. They have since systematically implemented a wide range of operational improvements and capital projects to address every identified inefficiency in the building. In 2012 Simcoe Place surpassed the 20 by '15 target, and is on its way to being among the most efficient office buildings in North America.



# RACE TO REDUCE AWARDS CELEBRATE LEADERSHIP

*In each year of the Race to Reduce, CivicAction hosts the Race to Reduce Awards for participating office building landlords and tenants. The awards recognize and celebrate landlord and tenant leaders in the Toronto region's office building sector, the unique partnerships they have embarked on since the launch of the Race to Reduce, and the results of their collaborative efforts to date.*

## 2011 RACE TO REDUCE AWARD WINNERS



### LOWEST ENERGY USE AWARDS

#### UNDER 500,000 FT<sup>2</sup>

- 191 The West Mall, Whiterock REIT (17.6 ekWh/ft<sup>2</sup>/yr), tied with North York City Center, 5160 Yonge Street, GWL Realty Advisors (17.6 ekWh/ft<sup>2</sup>/yr)

#### OVER 500,000 FT<sup>2</sup>

- Bell Trinity Square, 483 Bay Street, BTS Realty Limited Partnership (15.8 ekWh/ft<sup>2</sup>/yr)



### ACTION AND INNOVATION AWARDS

- Building Team — Cadillac Fairview and the TD Centre Green Council
- Landlord — Oxford Properties Group (Royal Bank Plaza)
- Tenant — RBC and Stikeman Elliott LLP



### BUILDING PARTICIPATION AWARDS

Sixty-one buildings earned participation awards, based on the percentage of tenant space registered for the Race (by gross leasable area). A total of 26 Gold awards were given to buildings with over 75% of tenant space signed up; 19 Silver awards were given to buildings with 50-74% signed up; and 16 Bronze awards were given to buildings with 20-49% signed up. A full list of award recipients can be found at <http://racetoreduce.ca/awards/2011-winners/>

## ENERGY CONSERVATION SHRINKS CARBON FOOTPRINT.

As part of their GoingGreen program, Stikeman Elliott undertakes a carbon footprint analysis every two years. Following the completion of their 2008 carbon assessment, the firm started to apply simple, low-cost sustainability measures, including collaboration with their landlord to reduce lighting hours, and creation of a winter/summer lighting schedule resulting in an annual savings of 3,900 lighting hours. This led to the implementation of their lighting retrofit project, which involved retrofitting 3,100 light fixtures from T12 to T5 tubes and electronic ballasts – and the reduction of eCO<sub>2</sub> by 66.6 tonnes/year. In addition, Stikeman Elliott worked with their landlord to recycle 627 disconnected light fixtures, which were re-used in other base building projects at Commerce Court West.

## 2012 RACE TO REDUCE AWARD WINNERS



### BUILDING PERFORMANCE – LOWEST ENERGY USE WINNERS\*:

UNDER 300,000 FT<sup>2</sup>:

- 105 Adelaide Street West, Brookfield Office Properties (Energy Star performance rating of 92); tied with
- 2001 Sheppard Avenue East, Crown Property Management (Energy Star performance rating of 92)

OVER 300,000 FT<sup>2</sup>:

- The Exchange Tower, Brookfield Office Properties (Energy Star performance rating of 93)



### BUILDING PERFORMANCE – GREATEST ENERGY REDUCTION WINNERS (2010 – 2011)

UNDER 300,000 FT<sup>2</sup>:

- 415 Yonge Street, Crown Property Management (9% reduction in site energy intensity)

OVER 300,000 FT<sup>2</sup>:

- Toronto City Hall, 100 Queen Street (18% reduction in site energy intensity)



### ACTION & INNOVATION WINNERS:

- Building team: Royal Bank of Canada and Cadillac Fairview Corporation (155 Wellington)
- Landlord: Rogers Communications (Brampton Campus at 8200 Dixie Road)
- Tenant: TD Bank Group



### LANDLORD-TENANT ENGAGEMENT WINNERS

Fifty-three buildings earned engagement awards. This award recognizes the top 30% of buildings with the most tenant space participating in the Race (as measured by Gross Leasable Area), in six building size categories. A full list of award recipients can be found at [www.racetoreduce.ca/awards/2012-winners/](http://www.racetoreduce.ca/awards/2012-winners/)

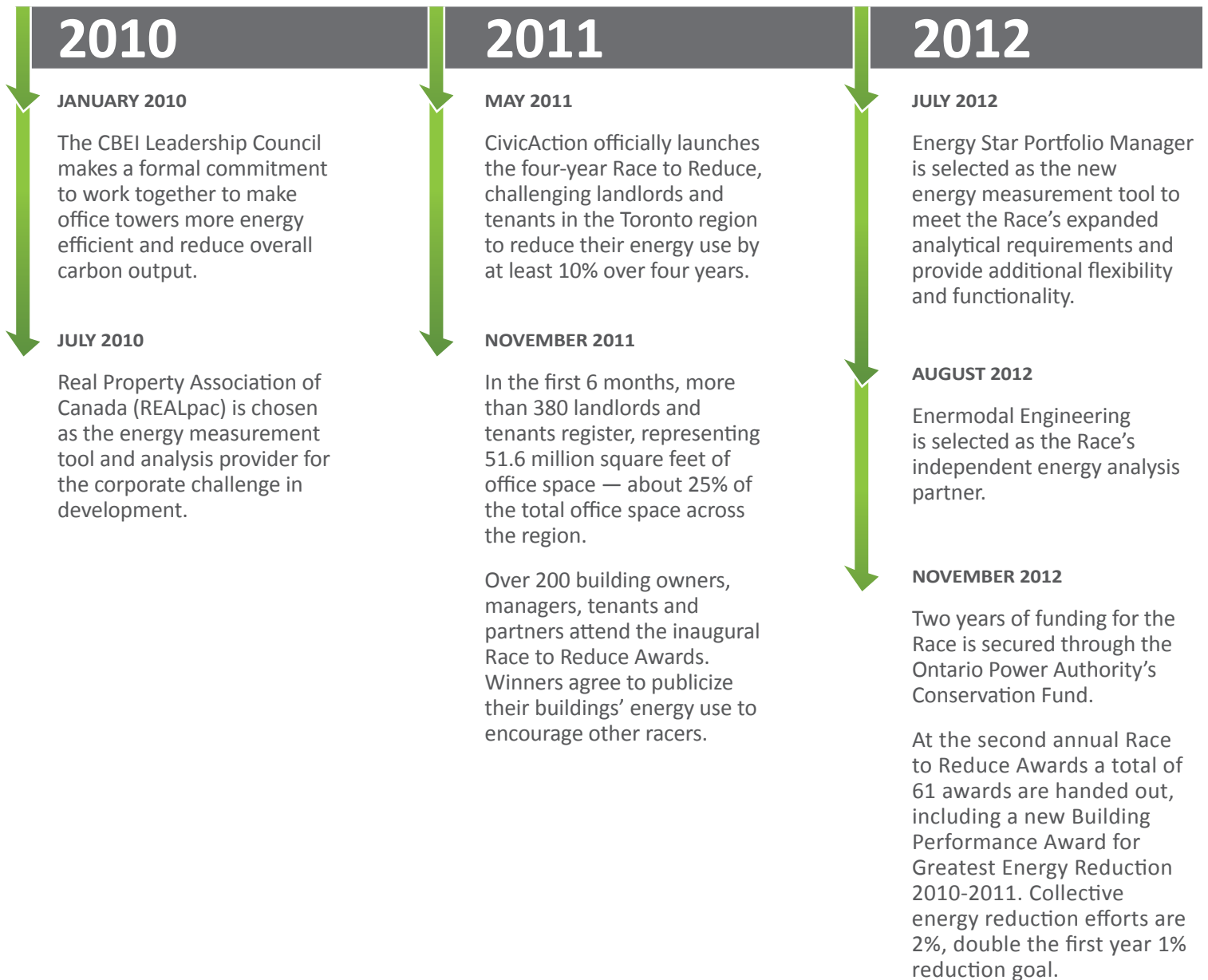
\*The metric for this award changed in 2012 due to the adoption of EnergyStar Portfolio Manager as the Race's measurement tool. See Key Milestones (July 2012).

## GREEN TEAMS FACILITATE COLLABORATION TO GET RESULTS.

Oxford Properties Group has established joint Landlord-Tenant Green Teams in more than 37 of its office buildings across the country. With an average 77% participation rate among tenants, the Green Team meetings provide a forum for tenants and landlords to align goals and interests, build partnerships, and design customized sustainability-driven campaigns that help make the building more efficient. Racing to the finish line, Oxford Properties' Toronto office portfolio has already cut their energy consumption by 11% since 2010, achieving its Race to Reduce target almost two years ahead of schedule.

# MILESTONES

*In its early years, the Race to Reduce reached a number of notable 'milestones'*



## HERE'S HOW WE KEEP SCORE.

Developed by the U.S. Environmental Protection Agency, the ENERGY STAR Portfolio Manager® is an online tool for measuring and tracking energy and water consumption, as well as carbon emissions. On a score of 1 to 100, the benchmarking program shows where a particular building sits on the bell curve of energy performance: a score of 90, for instance, shows that a facility lies in the top ten percentile. The Race uses Portfolio Manager to track annual progress, determine award winners, and calculate the overall collective reduction in energy use.

# VOLUNTARY & FINANCIAL LEADERSHIP

*The Race to Reduce thrives on the spirit of volunteerism and has benefited from the on-going personal and organizational support of those involved since its inception.*

## COMMERCIAL BUILDING ENERGY INITIATIVE (CBEI) LEADERSHIP COUNCIL

The council is made up of approximately 50 executive level volunteers representing landlords, tenants, service providers, utilities and industry associations. Its mandate is to work together to make office buildings in the Toronto region more energy efficient, to reduce overall carbon emissions and improve air quality.

## RACE TO REDUCE WORKING GROUP

The working group of some 30 volunteer members is mandated to shape and optimize the execution of the Race's four-year strategy and implementation plan. It reports to the CBEI Leadership Council. Each member participates in one of six sub-committees.

## RACE TO REDUCE SPONSORS

These companies have contributed to CivicAction financially to support our work in driving the Race.



This project is funded in part through the Conservation Fund of the



*“We are continually amazed at the generosity of time and resources that our volunteer leaders are willing to offer – and not only because it is in their organizations’ best interests, but because it is the right thing to do for the prosperity of the region.”*

— **Tiffany Vong**, Project Officer, CivicAction

**CASE STUDY**

**OFFERING A NEW MODEL OF ENVIRONMENTAL TRANSPARENCY.**

The Green Portal was developed for the tenants of Cadillac Fairview’s Toronto-Dominion Centre to provide a real time, dashboard-style display of energy use. Tenants and management can track and compare current energy consumption by day, week and month in each of the TD Centre’s six towers. The Portal also provides access to a wide range of sustainability tips and best practices, LEED certification information, and the industry-leading landlord / tenant initiatives that have been set up in the complex.

*“Our mission is to acquire and manage commercial real estate in a manner that is both sustainable and helps to reduce our environmental footprint. Participating in the Race is a terrific way to motivate our staff and our tenants while showcasing our efforts and commitment to reducing energy.”*

— **Mark Halkias**, Crown Property Management

## 2012 COMMERCIAL BUILDING ENERGY INITIATIVE (CBEI) LEADERSHIP COUNCIL MEMBERS

**Co-Chairs**

**CBRE Limited**

Brad Henderson, Senior Managing Regional Director

**Whiterock REIT (acquired by Dundee REIT)**

Steve Smith, Senior Vice President Operations

**Tenants**

**Bell**

Robert Struthers, Director, Strategic Asset Planning, Real Estate Services

**BMO Financial Group**

Jim Johnston, Director, Environmental Sustainability, Corporate Real Estate & Strategic Sourcing

**CIBC**

Barb Pohner, Senior Director, Corporate Real Estate

**Cisco Systems Canada Co.**

Rick Huijbregts, VP, Business Development

**City of Toronto**

Jim Baxter, Director, Energy & Strategic Initiatives  
George Canetti; Project Manager, Better Buildings Partnership

**Ministry of Government Services, OPS Green Office**

Brian Smithies, Director, Strategy

**Royal Bank of Canada**

Nadeem Shabbar, VP, Corporate Real Estate

**Rogers Communications**

Andrea Mason-Tulloch, Vice President, Corporate Real Estate

**Scotiabank**

Andrew Lennox, Senior Vice President Real Estate;  
David Morley, Vice President, Real Estate

**Stikeman Elliott**

Jean McLeod, Chief Administrative Officer  
Michelle Taylor, Director, Facilities & Office Services

**TD Bank Group**

Roger Johnson, Senior Vice President Corporate Real Estate & Procurement;  
Michael Parker, Sr. Manager, Energy & Environment

**Telus**

Hitoshi Suzuki, Director Energy Strategies

## Building Managers and Owners

**Bentall Kennedy LP**

Keith Major, Senior Vice President, Property Management, Real Estate Services;  
Neil Lacheur, Vice President, Property Management

**Brookfield Office Properties**

Stefan Dembinski, Senior Vice President, Asset Management Eastern Canada;  
Kristina Schwartz, Vice President, Operations & Sustainability

**Cadillac Fairview**

Scott Pennock, Senior Vice President and Portfolio Manager, Toronto Office Portfolio;  
Steven Sorensen, Vice President Property Management;  
Karen Jalon, National Sustainability Director

**CREIT**

Andy Robins, National Retail Development and Leasing;  
Todd MacLachlan, Director, Technical Operations

**EllisDon**

Andres Bernal, Managing Director – Sustainability

**First Capital Realty**

Rosemary Martin, Chief Sustainability Officer

**GE Capital Real Estate**

Tony Maduri, Senior Vice President, Equity Operations

**GWL Realty Advisors**

Mike Snell, Senior Vice President, Asset Management

**Infrastructure Ontario**

Toni Rossi, Executive Vice President, Real Estate Management

**Manulife Real Estate**

Ted Willcocks, Global Head of Asset Management;  
Peter McDonald, Managing Director Operations;  
Michael Ward, Operations Director GTA, Real Estate

**Menkes Developments**

Sonya Buikema, VP Commercial Property Management

**Morguard Investments**

Derek Billsman, Director Strategic Initiatives

**Northam Realty Advisors**

Richard Moore, Vice President, Property Management

**Oxford Properties Group Inc.**

Andrew McAllan, Senior Vice President and Managing Director, Real Estate Management;  
Lachlan MacQuarrie, Vice President;  
Darryl Neate, Director, Sustainability

## Service Providers (Technical & Professional)

**BLJC**

Gord Hicks, President  
Joe Kirk, General Manager

**Colliers International**

Peter Papagiannis, Senior Vice President, National Operations

**Cushman & Wakefield LePage**

Pierre Bergevin, President & CEO;  
Nancy Cohen, Vice President, Strategic Occupancy Planning

**Enbridge Gas Distribution**

John Tideman, Manager, DSM Commercial Marketing

**Educe Limited**

Bob Gallant, Director of Business Development

**Enerlife**

Ian Jarvis, President

**Enermodal**

Ian Sinclair, Manager, Existing Building Services

**Halsall Associates Ltd.**

Doug Webber, Green Building Practice Leader; Adrien Deveau, Executive Vice President – Green Planning and Design

**Jones Lang LaSalle**

Trish Clarry, Managing Director-Corporate Solutions

**Toronto Hydro**

Chris Tyrrell, Vice-President and Chief Conservation Officer;  
Joe Bilé, Manager, CDM Program Delivery & Business Development

**Union Gas**

Jackie Caille, Director Residential, Commercial Sales

## Partner Organizations

**BOMA Toronto**

Chris Conway, President and Chief Staff Officer

**Canada Green Building Council – Greater Toronto Chapter**

Sean VanderHeyden, Manager of Sustainable Construction, PCL

**Energy Services Association of Canada**

Peter Love, President

**Ontario Power Authority**

Kyle O'Hearn, Marketing Manager, Business Markets  
Rob Edwards, Business Manager, Private Sector Conservation

**Real Estate Search Corp**

Iain Dobson, Partner

**REALpac**

Paul Morse, CEO

**Toronto and Region Conservation Authority**  
Brian Denney, CAO

# 2012 RACE TO REDUCE WORKING GROUP MEMBERS

## Co-Chairs:

Ian Jarvis, President, Enerlife Consulting  
Lachlan MacQuarrie, Vice President, Oxford Properties Group

## Engagement Subcommittee

Lead: Mark Halkias, Crown Property Management  
Gillian Henderson, Enerlife Consulting  
Julia Della Rosa, Summerhill Group  
Michael Parker, TD Bank Group  
Ruth Weiner, RBC  
Tony Basson, Rogers Communications

## Participant Liaison Subcommittee

Lead: Rob Edwards, Ontario Power Authority  
Adrien Deveau, Halsall Associates Ltd.  
Rocky Mancini, Enbridge Gas Distribution  
Rosemary Martin, First Capital Realty  
Steve Sorensen, Cadillac Fairview  
Victor Da Rosa, Toronto Hydro

## Communications Subcommittee

Lead: Claire McIntyre, Oxford Properties Group  
Chuck Nervick, MediaEdge  
Florence Gabriel, Toronto Hydro  
Julie Matthews, Brookfield Johnson Controls  
Ted Heighington, Claremont Consulting

## Technical Subcommittee

Lead: Ian Sinclair, University of Toronto  
Andres Bernal, EllisDon  
Darryl Neate, Oxford Properties Group  
Octavian Ghircociu, Union Gas  
Robert Hollands, Robert Hollands Consulting  
Tim Hewer, Brookfield Office Properties

## Legacy Subcommittee

Lead: Peter Love, Energy Services Association of Canada  
Bernie McIntyre, Toronto and Region Conservation Authority  
Leslie Domenico, CivicAction  
Nada Sutic, Bentall Kennedy  
Roger Johnson, TD Bank Group

## Awards Subcommittee

Lead: Michael Ward, Manulife Real Estate  
Chris Conway, BOMA Toronto  
Chuck Nervick, MediaEdge  
Ted Heighington, Claremont Consulting

“The goal is to accelerate the positive shift already underway in market practices relating to energy conservation in the office building sector. By reaching a ‘critical mass’ of landlords and tenants, energy efficient practices are becoming the ‘new normal’ within this important sector.”

— Ian Jarvis, President, Working Group Co-chair and President, Enerlife Consulting

## WORKING TOWARD A LASTING LEGACY

*While achieving the collective 10% energy reduction target by the end of 2014 will be a significant accomplishment, the greater achievement will be ensuring the market transformation of the Toronto region's commercial office sector.*

Getting landlords and tenants to work together to tackle energy and carbon reduction in the sector remains key to effecting meaningful change. The Race to Reduce stands apart from other energy efficiency challenges because it requires landlords and tenants to do just that – to move beyond traditional competitive thinking and work toward a shared goal.

To date, the result has been remarkably collaborative and open discussions among people who often don't talk much beyond lease negotiations. These conversations are not only leading to real energy reductions, but are redefining landlord-tenant relationships.

The Race is having an impact beyond its intended audience and geographic boundaries. Stronger relationships are being forged between the region's gas and electric utilities and the industry associations involved in the commercial sector. Many of the major landlord and tenant Race participants own, manage or lease space across the province and country and are adopting new practices across their portfolios based on their experience within the Race.

While significant progress has been made in the first two years, there is still much to do to ensure that we not only achieve the collective 10% reduction by the end of 2014 – but transform the energy reduction practices of the marketplace.

*“With tenants contributing up to 50% of an office building's energy use, improved dialogue can result in significant savings in operating costs, energy use and carbon emissions.”*

— **Lachlan MacQuarrie**, Working Group Co-chair and Vice President, Oxford Properties Group

### CASE STUDY

## TENANT ENGAGEMENT PROGRAMS ARE KEY TO SUCCESS.

Property management firm Bentall Kennedy knows that collaboration saves energy — over the last three years, energy consumption in the World Exchange Plaza has been cut by 30%. As part of the company's Tenant Engagement Program, employees turn on the lights when they arrive at work, eliminating programmed lighting controls. Over 70% of work stations and 95% of meeting rooms have individual lighting controls, while dimmable ballasts in perimeter offices allow tenants to take advantage of natural light.



# RACE TO REDUCE PARTICIPANTS (2012)

## Landlords

Brookfield Properties Management Corporation  
 Bank of Montreal  
 Bank of Nova Scotia  
 Bay Bloor Equities Inc & Morguard REIT  
 bclMC Realty Corporation  
 Bentall Kennedy  
 Berkeley Castle Investments  
 Burlington Mall Holdings Inc.  
 Cadillac Fairview  
 Canadian Blood Services  
 Canderel Commercial Services Inc.  
 CIBC  
 City of Burlington  
 City of Toronto  
 Colliers International  
 Commerce Valley Equities Inc./RT  
 Eleventh Pension Properties Limited  
 CREIT Management L.P.  
 Crown Property Management  
 Dundee REIT  
 Earth Rangers Foundation  
 EPIC Realty Partners Inc.  
 Exhibition Place  
 Explorer Drive Equities Inc./RT Eleventh Pension Properties Limited  
 First Capital Realty  
 Gistex

GPH Management  
 GWL Realty Advisors  
 HOOPP Realty Inc.  
 HOOPP Realty Inc. c/o Menkes Property Management Services Ltd.  
 Kevric  
 Manulife Financial  
 Manulife Real Estate  
 MaRS Discovery District  
 Menkes Property Management Services Ltd.  
 Morguard Investments Limited  
 Norbal  
 Northam Realty Advisors Limited  
 OP Trust Office Inc. and 6763332 Canada Inc. (Triovert)  
 Oxford Properties Group  
 Pearson Corporate Centre LP  
 Redcliff Realty Management Inc  
 Riocan Management Inc  
 Rogers Communications  
 Royal Bank Leaseholds Inc  
 SITQ National Inc.  
 Standard Life Assurance Company of Canada  
 Sun Life Assurance Co. of Canada  
 Toronto and Region Conservation  
 Town of Caledon  
 Urbanspace Property Group  
 VANDYK Group of Companies

## Businesses

Abacus Group  
 Accenture  
 Acchuman Executive Search Inc  
 ACI Worldwide  
 Adegbola Adetunji  
 Adhoc Management Inc  
 ADP  
 Aecon Group Inc.  
 AG Canada  
 Ainsworth Inc  
 Air Canada  
 Alamos Gold Inc  
 Allianz Global Risk US Insurance Co.  
 Allstate Insurance Company of Canada  
 Allstream  
 Ally Credit  
 Altus Group  
 AON  
 Aon Benfield  
 Apple One Services Ltd  
 Ark Financial Holdings Ltd  
 Associated Engineering  
 Aurion Capital Management Inc  
 Avalon Ventures  
 Axmin Inc.  
 Baker Schneider Ruggiero  
 LLP Barristers

*“The Awards put a spotlight on some of the incredible efforts and results that our participants are making in their quest to reduce energy and change the way they operate and behave in their buildings.”*

— **Brad Henderson**, CBEI Leadership Council Co-chair  
 and Senior Managing Regional Director, CBRE Limited

Bales Beall	Canaccord Genuity Corp.	Cisco Systems Canada Co.
Bank Of Canada	Canada Health Infoway	Citibank
Bank of Valletta	Canada Lands	City of Toronto
Barrick Gold Corporation	Canada Life	CivicAction
Baxter	Canada Mortgage Housing Corporation	ClaimSecure Inc
Bayard Presse Canada	Canada Trust Company	ClaimsPro Inc
BBDO	Canadian Breast Cancer Foundation	Clark and Horner
BDO Canada LLP	Canadian Business Collage	Clockwork
Beard Winter LLP	Canadian Depository for Securities Limited	CMENT
Bendix Foreign Exchange	Canadian Institute of Health Information	CNW Group
Benefit Cosmetics	Canadian Youth Business Foundation	College of Opticians of Ontario
Bentall Kennedy	Cannon Design	Commerce Copy and Legal Print and Copy
Berkshire Hathaway Group, Reinsurance Division	Capital One Canada	Conagra Foods
Bevertec	Cardiac Care Network	Concert Properties Ltd.
Bilfinger Berger Project Investments Inc.	Careerbuilder, LLC	Consulate General of the Czech Republic
Birch Hill Equity Partners	Carlson Wagonlit Travel	Consulate General of Turkey
Blackwood Partners Inc.	Castle Resources Inc.	Consumer Impact Marketing
Blake, Cassels & Graydon LLP	CBI Health	Consumer Vision
Bloomberg LP	CBRE Limited	Corby Distilleries
Bloor West Rehabilitation	CBS Paramount Television	Courts Administration Service
BMO Financial Group	CDI Corp	CPAC
BMO Nesbitt Burns	Centerra Gold	CPC Mississauga
Borealis Infrastructure Management	Central Risk & Insurance Management	Cranson Capital Solutions Inc
Brandes Investments	CentriLogic	Crawford Adjusters
Breakaway Tours	Century 21	Credit Suisse Securities (Canada), Inc.
Brinks	Ceridian Canandat Ltd.	Credit Union
Broadridge Financial Solutions Canada Inc	Certified Management Accountants	Crosbie & Company Inc.
Brookfield Technology Services	CGI	CSI Global Education
Brown & Korte Management	CGX Energy Inc	D+H Ltd.
Caceis	Chieftain Metals Inc.	Davis LLP
Cactus Design	Chubb Insurance	Defence Limited Partnership
Cadillac Fairview	CIBC	Deloitte
Canaccord Capital		Denisoff Farvolden Psychology Professionals
		Desjardins

**CASE STUDY**

## SUCCESS IS BASED ON OPEN COMMUNICATION.

Manulife Real Estate believes each building occupant can be a part of their efforts to “be green,” and engages tenants to foster a commitment to environmental sustainability and energy conservation. Day-to-day interaction with tenant contacts provides opportunities to share information on the benefits of energy reduction initiatives. So far, energy reduction projects and operational changes have resulted in reducing operational costs and a total net energy savings of 15.4% from 2004 to 2009.

Desjardins General Insurance	Glovis Canada Inc.	Institute of Professional Development
Deutsche Bank	Glycemic Index Laboratories	Interac Association
Devencore Realities Corporation Canada Limited	GMAC Residential Funding	InterContinental Hotels Group
DMTI Spatial Inc.	GMP Securities L.P.	Intours Corporation
Dr. Avila	Goldcorp Inc.	Invesco
Dr. Carey & Associates	Gowlings	Italian Government Tourist Board
Dr. Mark Rhody	Grant Thornton (Capservco Limited Partnership)	Jameson Bank
Dundee Precious Metals Inc.	Graywood Developments Ltd.	Jazz Aviation
Dundee Wealth	Greater Toronto Transit Authority	JC Clark Ltd
eHealth Ontario	Green Action	Jet Airways
Elgner Group Investments	Guberman Garson Bush	Jevco Insurance
Elliott Special Risks LP	Guy Carpenter & Company, Ltd.	Jones Lang LaSalle
Ellis Don Corporation	GWL Realty Advisors	JP Morgan Chase Bank
EMC Corporation	Halsall Associates	JTI MacDonald
Energy@Work Inc.	Health Canada	Jugo Juice
Enerlife Consulting	Heller and Associates	Junior Achievement of Central Ontario
Environmental Commissioner of Ontario	Hero Certified Burger	Justice Technology Services
Ernst & Young	Hewitt Associates	JWT
Excellon Resources	HH Angus and Associates Ltd	Keen Point International
Fidelity Investments	Highvail Systems Inc	Khan Resources Inc.
Fiera Sceptre	Home Trust Company	Kids & Company
Flaherty Dow Elliott McCarthy	HQ, A Member of the Regus Group	KMB Law
Fleishman-Hillard	HSBC	Knightsbridge
FNB Management Inc	Huawei Technologies Canada	KPMG
Fox Incendo	Hugh Wood	Kruse Communications
Foyston, Gordon & Payne	Humber College	Largo Canada Limited
Investment Counsel	Hydro One	Laurentian Bank of Canada
Fraser Milner Casgrain LLP	Ian Martin Limited	Lemongrass
Front Street Capital	Ichiban Express	Lenczner Slaght Royce Smith Griffin
Garfinkle, Biderman LLP	IDC Canada Ltd	Lesley Varga and Associates
GE Canada	IESO	Levi Strauss & Co Canada Inc.
Genesys Capital	IFOP	LG Display
GENIVAR	IHS Global Insight	Lombard Canada
Global Knowledge	INAGO Corporation	LS Management Inc
GlobeScan	Infosys Technologies Limited	

*“Everyone’s a winner at these awards — landlords, tenants, employees and the residents of the Toronto region will be working and living in a healthier, more financially and environmentally sustainable region.”*

— **Michael Thornburrow**, *Founding CBEI Leadership Council Co-chair and Senior Vice President of Corporate Real Estate, BMO Financial Group*

M Marketing Inc.	New Toronto Group	Pricewaterhouse Coopers
Mackenzie Financial	New York Deli	PRR Trust
MacLaren McCann	Newshore Financial Services Inc	Public Health Agency of Canada
MacNicol & Associates Asset Management Inc	Norton Rose Group	Pure Industrial Real Estate Trust
Maison Placement Canada Inc	Nota Bene	Purolator
Majorda Management Inc	Ogilvy & Mather Canada Ltd	Quadra Innovations Group
Maple Leaf Sports and Entertainment	OIPRD	Queen's School of Business
Maple Pictures	Ok Custom Cleaners	Queens Quay Executive Offices
Maple Trade Finance	Olympic Cleaning	Quest Rare Minerals
Marsh Canada Limited	OMERS	RBC
Marubeni Itochu Steel	OMERS Private Equity	RBC Dominion Securities
MasterCard Canada Inc.	One Thirty Realty Inc	RBC/Dexia
McCarthy Tetrault LLP	Onex Corporation	Real Estate Council of Canada
McCormick Rankin - A member of MMM Group	Ontario Chiropractic Association	Regus
McLean & Kerr	Ontario Hospital Association	Reininger Barrister
Medi-Place Pharmacy	Ontario Lottery and Gaming Corporation	Remedy Drug Store Company Inc.
Menkes	Ontario Pension Board	Reynolds and Reynolds
Mercer (Canada) Limited	Ontario Power Authority	RGA International Corporation
Metro	Ontario Teachers' Pension Plan	Ridout & Maybee LLP
Metrolix	OPGI Management	RK Supply Chain
MG & Bal Business Service	OPSEU Pension Trust	Robert Half
Michael Page International	Osellus Inc.	Rogers & Plenner LLP
Ministry of Community and Social Services	Otera Capital	Ronald A.Chisholm
Ministry of Community Safety & Correctional Services	Oxford Properties	Ros Bay Development
Ministry of Education	Oyster Bay Wines	Rosenberger and Weir Inc
Ministry of Health	Paradise Cafe	Royal Danish Consulate General
Ministry of the Attorney General	Pellow & Associates Architects Inc.	Russell Investments
MMMuflins	Pembroke Private Wealth Management Ltd	SalesForce.com
Moneris Solutions	Philips Hagar North	Salida Capital Corporation
Mr. Souvlaki	Pianosi Development Corporation	SAP Canada
Mulvey and Banani	Pitura Husson Limited	SASCO Global Investments
Navigant Consulting	Pizza Pastaways	Scor Canada Reinsurance Company
	Popourris Corner	Scotia iTrade
	Powerland	Scotiabank
		Second Cup
		Shadlock Barycky, LLP

*“From a tenant perspective, while the almighty dollar, location and suitability still rule in real estate, building environmental performance is increasingly playing a role in the real estate decision-making process.”*

**— Peter Papagiannis** Senior Vice President, National Operations, Colliers International

Shiraz Amlani  
SI Systems  
SickKids  
SickKids Foundation  
Sim & McBurney  
Sky Investments  
Smucker Foods of Canada Inc.  
SNC Lavalin  
Solvtech  
Sovereign General Insurance  
Sprigings Intellectual Property Law  
Sprott Asset Management  
St. Andrew's Club & Conference Centre  
Stantec Consulting Ltd.  
Staples Business Depot  
StatPro Canada  
Stephen Popovich Associates Inc.  
Stewart Title Guaranty Company  
Stieber Berlach LLP  
Stikeman Elliott LLP  
Storck Canada Inc.  
Strathallen Capital Corp.  
Sumitomo Canada Limited  
Sun Life Financial  
Sun Products Canada Corporation  
Sussex Strategy Group  
Swiss Reinsurance Company Ltd  
Symcor Inc.  
Synopsis  
Talmadge Creek Realty Corp  
Taras Babiak and Catherine Carmichael  
Tarion Warranty Corporation  
TD Bank  
TD Canada Trust  
TD Financial Group  
TD Waterhouse  
TEKsystems

TELUS  
Teranet  
TFO- OTELFO  
Thai Express  
The Bank of Nova Scotia  
The Boston Consulting Group  
The Mason Group  
The Professional Centre  
The United Church of Canada  
The Walt Disney Company  
Tim Hortons  
Tom Selby  
Toronto and Region Conservation Authority  
Toronto Waterfront Revitalization  
Torys LLP  
TP Financial Group  
Tresses  
TSI International  
TSSA  
Unilever Canda  
VALE  
Vector Aerospace Corporation  
Verax Solutions Corporation  
Volvo Trucks  
Wawanesa  
Wellington West Capital  
Wheels International  
Whiterock Reit  
Whole Health  
Williams & Partners  
Winners CRO  
Wishabi Inc.  
Workplace Safety and Insurance Board  
Wraps On the Go  
Yamana Gold  
Yardi Systems

## Buildings

Exchange Tower  
1 & 3 Concorde Gate  
1 Dundas  
1 University Avenue  
10 Lower Spadina Ave.  
100 Adelaide Street West  
100 Consilium Place  
100 Wellington Street West  
100 Yonge Street  
105 Commerce Valley Drive West  
1075 Bay Street  
109 Atlantic Avenue  
11 Allstate Parkway  
110 Yonge Street  
12 Concorde Place  
120 Adelaide Street West  
123 Commerce Valley Drive  
130 Adelaide Street West  
1335 1/2 Queen Street East  
141 Adelaide  
145 King Street West  
15 Allstate Parkway  
150 Commerce Valley Drive West  
155 Gordon Baker Road  
155 University Ave  
160 Bloor Street East  
1725 16th Avenue  
175 Bloor St. East  
18 York  
180 Queen St W  
180 Simcoe  
180 Wellington  
19 Allstate Parkway  
190 Simcoe Street  
191 The West Mall  
1944 Fowler Drive, Mississauga  
2 Bloor Street West  
200 Consilium Place

*“Once you get a critical mass of people, along with some good leadership, some very powerful things can happen in a comparatively short period of time.”*

— **Steve Smith**, Senior Vice President, Operations, Whiterock REIT (acquired by Dundee REIT)

200 King Street West  
 200 University  
 234 Simcoe Street  
 2425 Matheson Blvd East  
 250 Yonge Street  
 27 Allstate Parkway  
 277 Front Street West  
 2810 Matheson Boulevard  
 2920 Matheson Boulevard East  
 30 Leek  
 300 Consilium Place  
 302 Bay Street  
 3027 Harvester  
 3080 Yonge Street  
 3115 Harvester Road  
 315 Front Street West  
 33 Yonge St.  
 3398 Harvester Road  
 4 King Street West  
 40 University  
 400 University Avenue  
 401 Richmond St. W.  
 415 Yonge Street  
 4211 Yonge Street  
 49 Ontario Street  
 50 Bay Street, Toronto, ON  
 5060 Spectrum Way  
 525 University Ave.  
 5580 Explorer Drive  
 5750 Explorer Drive  
 5800 Explorer Drive  
 5995 Avebury Road  
 60 Bloor Street West  
 60 Yonge Street  
 600 Cochrane Drive  
 655 Bay Street  
 67 College Street  
 685 Plains Road  
 6880 Financial Drive  
 720 King  
 77 Bloor St  
 77 King Street West  
 777 Guelph Line  
 80 Whitehall Drive  
 85 Hanna Avenue  
 85 Richmond Street West  
 865 Harrington Court  
 90 Sheppard Avenue East  
 901 King Street West  
 95 Mural Street  
 95 Wellington Street West  
 AeroCentre 1

AeroCentre 2  
 AeroCentre 3  
 AeroCentre 4  
 AeroCentre 5  
 Airway Centre  
 Allstream Centre  
 Atria 1  
 Atria 2  
 Atria 3  
 Bank of Montreal Tower  
 Bay Wellington Tower  
 Bell Trinity Square  
 Berkeley Castle  
 Black Creek Pioneer Village  
 Burlington City Hall  
 Canada Life  
 Canada Square  
 CIBC 750 Lawrence  
 CitiGroup Place  
 City Centre  
 City Hall  
 Commerce Court  
 Commerce West  
 Crossroads Corporate Centre  
 Direct Energy Centre  
 Dixie Office Tower 1  
 Dixie Office Tower 2  
 Dundee Place  
 Earth Rangers Centre  
 Ennisclare Corporate Centre  
 Ernst & Young Tower  
 First Canadian Place  
 Heron's Hill  
 MaRS Centre  
 Menkes Union Tower Inc.  
 Metro Hall  
 MetroCentre - 200 Wellington  
 MetroCentre - 225 King Street  
 North American Centre  
 North York City Centre  
 North York Square  
 Northbridge Place  
 Northbridge Tower  
 Oakville Corporate Centre III  
 Pearson Corporate Centre  
 Procter and Gamble Building  
 Promontory  
 RBC Centre  
 Robertson Building  
 Rogers Brampton Park  
 Royal Bank Plaza  
 Scarborough Civic Centre

Scotia Plaza  
 Simcoe Place  
 Standard Life Centre  
 Sun Life Financial Centre  
 Sun Life Financial Tower  
 TD Canada Trust Tower  
 TD Waterhouse Tower  
 The Cadillac Fairview Tower  
 The Sheppard Centre  
 The Valhalla Executive Centre  
 Toronto College Park  
 Toronto-Dominion Bank Tower  
 Town Hall Caledon  
 Transamerica Tower  
 Trillium Executive Centre  
 Waterpark Place  
 Xerox Centre  
 Yonge Corporate Centre

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*Thank you to our  
CivicAction staff team for  
their inspired dedication to  
this project over the years.*

**They include: Tamara Balan, Leslie Domenico, Bob Gallant, Patty Hargreaves, Michael Sherman, Tiffany Vong, Linda Weichel, and Terri Wills.**

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#### **2011 Race to Reduce Report**

<http://racetoreduce.ca/the-race/reports/>

**Click here for a detailed analysis of the 2011 Race to Reduce collective energy results**

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#### **2011 Race to Reduce Evaluation, Measurement and Verification (EM&V) Report**

<http://racetoreduce.ca/the-race/reports/>

**Click here for a detailed analysis of the 2011 Race to Reduce EM&V and survey results**

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#### **2012 Race to Reduce Report**

<http://racetoreduce.ca/the-race/reports/>

**Click here for a detailed analysis of the 2011 Race to Reduce EM&V and survey results**