

# BRIDGING THE ENERGY EFFICIENCY GAP

## Can Government Policy Drive Strategic Energy Management?

What our real estate industry can learn from other countries.

*a lecture presented by*

**THE STEVEN L. NEWMAN  
REAL ESTATE INSTITUTE**

Baruch College, CUNY

**The Steven L. Newman Hall**

137 East 22nd Street, Room 110  
New York, NY 10010

**SAVE THE DATE**

**March 20, 2013**

8:30 a.m. – 10:00 a.m.

[www.baruch.cuny.edu/reaestate](http://www.baruch.cuny.edu/reaestate)



*a special lecture by*

 **THE STEVEN L. NEWMAN  
REAL ESTATE INSTITUTE**

**International Visiting Scholar**



**PATRICK M. CRITTENDEN**

Director of Sustainable Business Pty Ltd.  
Sydney, Australia

**Baruch**  
COLLEGE 

# BRIDGING THE ENERGY EFFICIENCY GAP

International Visiting Scholar Patrick M. Crittenden, has examined the critical success factors that have led the most successful real estate owners in Australia to reduce the energy intensity of their property portfolio's by 25-35 percent over the past five years. His findings suggest that successful firms approach energy management as a strategic issue. That is, energy management is seen to contribute towards core business priorities such as improving the value of buildings as well as attracting and retaining tenants. Successful firms also develop management approaches that lead to the integration of energy management considerations into building upgrade processes as well as day-to-day operations.

Government policy has played an important role in encouraging the uptake of energy management in these successful firms. For example, since 2006 large energy-using real estate owners and tenants have been required to conduct energy audits and report publicly on the outcomes of those audits under the Australian Government's Energy Efficiency Opportunities Act. A number of voluntary measures have also been introduced. For example, funding has been made available for the development of energy efficiency training programs that are targeted at senior and middle managers. The government has also hosted regular peer-to-peer learning events that provide opportunities for practitioners to share their experiences on the management challenges and solutions that can accelerate the uptake of energy efficiency initiatives.

In this talk Patrick will discuss how the current mix of policy measures in Australia work together to drive energy efficiency improvement in real estate firms. He will describe the strengths and limitations of energy management research and capacity building initiatives that he has been closely involved in. These initiatives include the *Sydney Better Buildings Partnership*, the *Leadership and Change for Energy Efficiency in Management and Accounting* training program and annual *Energy Efficiency Opportunities* workshops. Finally, suggestions will be presented for the types of initiatives that policy makers and practitioners might consider to maximise the outcomes from energy audits undertaken under the requirements of the Greener, Greater Buildings Plan.

## SPEAKER:

**Patrick M. Crittenden**

*Director of Sustainable Business Pty Ltd.*

**Patrick Crittenden** is a Visiting Scholar at The Steven L. Newman Real Estate Institute, Baruch College, CUNY. He has a professional background in business strategy and organisational change that he has applied over the past 15 years to the issues of energy efficiency, climate change and corporate sustainability. Patrick is also Director of Sustainable Business Pty Ltd, a management consultancy that he founded in 1997. Patrick has partnered with corporate and government clients on projects that span climate change strategy, training and education and government policy development. His approach is highly collaborative and involves the design and facilitation of multi-stakeholder processes that result in actionable solutions. He is currently conducting PhD research, at the University of Technology, Sydney, into strategic change practices for energy efficiency and climate change in business with a focus on the commercial real estate sector. Patrick has presented his research in Europe, the United States and China. His International work includes the development of a stakeholder analysis and industry engagement strategy to support implementation of the Mongolian Government's energy efficiency law; and as an expert reviewer and content provider for the International Energy Agency's 'Policy Pathway on Energy Management' publication.

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**Refreshments Will Be Served**



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