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# Environmental, Social and Governance

2020 Report



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A Message from our Chief Operating Officer

I am pleased to introduce you to Starlight Investments' 2020 Environmental, Social And Governance ("ESG") Report. Our ESG strategy is an integral part of our mission to be the global leader in real estate asset management, and it is important for us to reflect on the responsibility we have towards a sustainable future.

ESG principles allow us to identify, evaluate, and act upon environmental performance areas that increase stakeholder value. By executing material environmental, social, and governance aspects across all of our portfolios, we can make a positive impact on our entire property network. Our commitment to the protection of our natural resources allows us to address the risks and opportunities found throughout the real estate lifecycle, and I am proud of the progress Starlight has achieved as we continue to adopt ESG principles at all business levels.

ESG integrates seamlessly with our core values through several programs designed to address:

- the **environmental** impact of our activities, products and services,
- the **social** responsibility we have towards employees, tenants, and communities,
- the **governance** principles that guide our transparency and engagement towards our stakeholders.

Stewardship to the environment and our ESG principles are the central theme that connects Starlights' sustainable investments, the social wellness of tenants and employees, and the accountability of our business operations. We welcome the opportunity to demonstrate our drive towards environmental leadership.

Moving forward, Starlight is dedicated towards greater investments in sustainable initiatives. As we enter 2021, we will:

- Reduce and minimize our utility and energy consumption.
- Use materials that conserve natural resources.
- Minimize the emissions that contribute to climate change.
- Develop relationships and collaborate with our community to help care for the environment.
- Support human rights by engaging, learning from and respecting the diversity and inclusion in the communities and cultures in which Starlight operates.
- Ensure that appropriate organizational structures are in place to help identify, monitor and manage corporate social responsibility.
- Review environmental objectives to continually improve our environmental strategy and targets.
- Encourage construction partners to minimize construction waste.
- Require employees to participate in training and professional development programs.

We are excited to share with you some of the successful ESG initiatives Starlight has accomplished, and we look forward to surpassing the new targets set in this report.



GLEN HIRSH Chief Operating Officer



# About Us

Starlight Investments is a leader in North American Real Estate Investment and Asset Management. Founded in 1995, Starlight has over twenty-five years of experience in multi-family and commercial real estate investment. Headquartered in Toronto Ontario, Starlight's dedication to entrepreneurial and disciplined asset management has fostered superior results throughout the North American real estate industry.

Starlight generates high-level real estate investment opportunities through a robust network of venture partners, financial institutions, brokers, and property managers. We create compelling capital opportunities through five distinct portfolios: Canadian Multi-Family, U.S. Multi-Family, Canadian Commercial, Starlight Developments, and Starlight Capital.

## 1) Canadian Multi-Family:

Over 60,000 multi-family residences throughout Canada.

## 2) U.S. Multi-Family:

A 2.0 billion dollar portfolio of international co-investments in American multi-family properties.

## 3) Canadian Commercial:

The Canadian Commercial platform is comprised of two separate business lines, Institutional Private Partnerships and True North Commercial REIT (TNT.un). The Commercial portfolio spans over 8.0 Million sq.ft across 8 provinces and 2 territories.

## 4) Starlight Developments:

A development portfolio to create lasting value of complete communities with purpose-built rental housing, office and mixed-use properties.



## 5) Starlight Capital:

Strategic, risk-adjusted returns created through several capital investment vehicles: Exchange Traded Funds, mutual funds, and real estate securities.

\$20B

AUM

\$30B+

Transaction Value

\$9.0B+

Invested Capital

25%

Gross Returns

# ESG Strategy - Our Five Year Road Map

## Phase 1: 2020 - 2021

### Continue to Strengthen our ESG Programs

- Apply ESG governance to current sustainability initiatives
- Establish a corporate measurement method and address data gaps
- Build ESG competency among employees
- Embed ESG factors within all portfolio investments
- Remain on the forefront of environmental innovation

## Phase 2: 2022 - 2024

### Establish Further ESG Leadership and Innovation

- Develop standardized reporting for all stakeholders
- Implement ESG principles within employee performance reviews
- Extend our ESG Strategy to all redevelopments and property management
- Be amongst the top ESG leaders in multi-family and commercial real estate
- Seek out new opportunities for environmental stewardship

## Yearly ESG Strategy Deliverables

The Building Blocks for Future Opportunity

- The actions we implement today provide the foundation for future leadership.

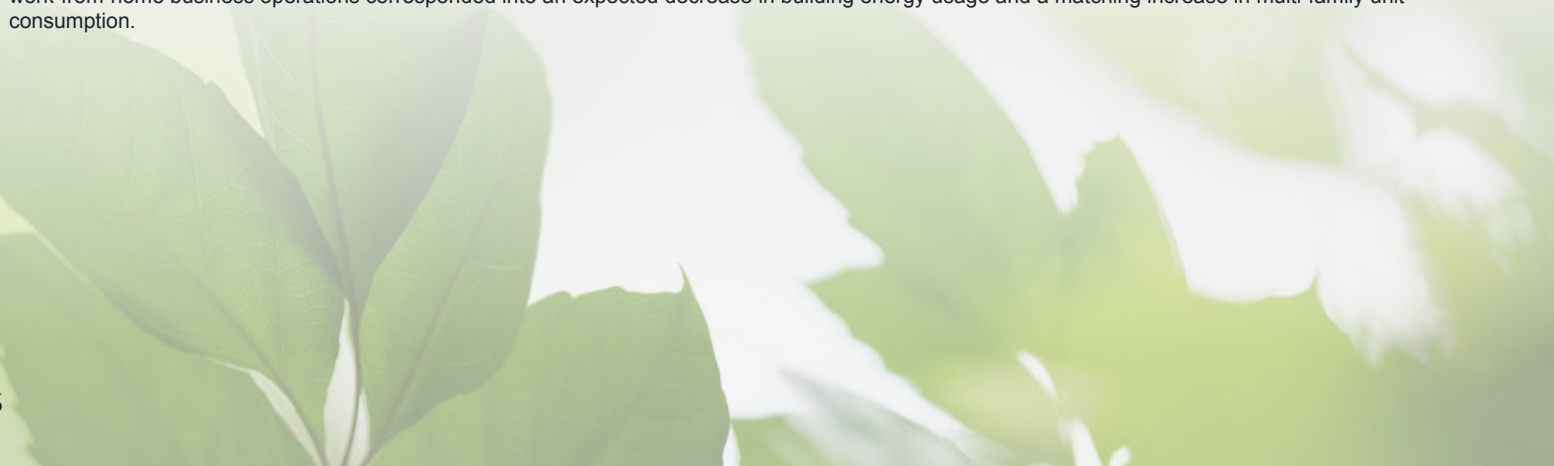


# ESG Scorecard

An ESG scorecard allows Starlight to track and monitor the performance of each distinct sustainability initiative. The visual index helps us clearly define the progress we have made across all Environmental, Social, and Governance frameworks. Accurate and clear assessment enables us to locate and determine opportunities for continued improvement.

#	KPI	KPI Description	Target	Target Year	2020 Score		
Environmental Factors <div>E</div>							
E1	Energy and Water Consumption Tracking	% of properties tracking energy and water consumption	100%	2022	Multi-Family	89%	
					Commercial	78.2%	
E2	Energy and Water Consumption	Annual reduction on consumption of energy and water	2% reduction per year	Annual	Multi-Family	Electricity	-1.2%
						Carbon	-5.1%
						Water	6.1%*
					Commercial	Electricity	-14.2%*
						Carbon	-3.8%*
						Water	-86.4%*
E3	Greenhouse Gas (GHG) Emissions Tracking	Measure and report green house gas emissions across the entire portfolio	Y	2021	Multi-Family	Y	
					Commercial	Y	

\*Of note, the high reduction levels of water consumption in our commercial asset portfolio is partly attributed to COVID-19 measures. The move towards work-from-home business operations corresponded into an expected decrease in building energy usage and a matching increase in multi-family unit consumption.



Starlight compiles its ESG operation data across nine key performance indicators (KPIs). For each targeted KPI, we challenge ourselves to meet and surpass the stated objectives. Through due diligence towards our ESG practices, Starlight positions itself as a leader in environmental stewardship.

#	KPI	KPI Description	Target	Target Year	2020 Score
Social <span>S</span>					
S1	Employee ESG Training	Train employees on principles behind ESG	100%	2021	88%
S2	Tenant Engagement	Properties that have tenant engagement on ESG activities	100%	2024	59%
S3	Tenant Satisfaction Survey	Properties participating in tenant satisfaction surveys	50%	2024	88%

#	KPI	KPI Description	Target	Target Year	2020 Score
Governance <span>G</span>					
G1	ESG Strategy	ESG committee meetings to monitor target progress and provide direction towards current and future initiatives	4 planning sessions per year	Annual	100%
G2	Business Continuity	Establish and implement a business continuity plan	100%	2020	100%
G3	Cyber Security	Review and strengthen IT infrastructure based on 3rd party recommendations	100%	2020	100%

E1

## Energy and Water Consumption Tracking

We monitor each of our investment properties to determine energy and water consumption. Through accurate tracking, we can detect potential areas of improvements to a building’s energy efficiency. Each property is unique in its energy and water use, and effective monitoring allows Starlight to facilitate changes that increase sustainability.

- Technical Monitoring Solutions
- Annual Investigations and Reports

E2

## Energy and Water Consumption

Starlight employs a variety of techniques that improve water and energy conservation. Direct equipment replacements for outdated systems such as chillers and boilers decrease energy use and overall costs, and our new technical building systems create energy efficient central hubs within all our investment properties.

- LED Lighting Retrofits
- Utility Pass-Through Strategy



E3

Greenhouse Gas (GHG) Emissions Tracking

Detailed and accurate greenhouse gas tracking allows us to make strategic reductions to total property emissions. We utilize in-depth reporting to understand which environmental initiatives deserve prioritization, and we maximize actions that create effective decreases in gas output.

- Use of Smart Compactors to Lower Waste Volume
- Translate Air Emissions Into CO<sub>2</sub>e for Standardized Reporting

S2

Tenant Engagement

Social wellness programs such as our rooftop beehives, involvement with Pride month, outdoor concerts, balcony planters, and local gardens all help cultivate tenant engagement. We create awareness and tenant participation with our ESG policies through our social sustainability initiatives.

- Thorncliffe Park Urban Farmers
- Sustainable Neighborhood Action Program

G1

ESG Strategy

Starlight's ESG committee articulates the company-wide ESG strategy. The team meets to confirm that Starlight is aligned with its ESG goals, and it spearheads new potential activities that could increase our commitment to sustainability. The ESG Committee ensures that all environmental practices outlined in our ESG framework proceed transparently.

- Government Compliance
- Review all ESG Reports

G3

Cyber Security

To maintain the highest levels of data privacy and systems compliance, Starlight works with industry-leading cybersecurity firms to audit all network operations. We implement each recommendation and advisement for any affected system. A continuous monitoring service protects against anomalous and fraudulent behaviour, ensuring the safe collection of information.

- Employee Security Training
- Intrusion Detection in IT Systems

S1

Employee ESG Training

Through several ESG training programs, we empower and promote an inclusive and diverse workplace. Employees are encouraged to seek out and recommend new ideas and opportunities that help improve our sustainability initiatives, and Starlight fosters teamwork through several volunteer, charitable, and social programs.

- Deputy Mayors Talent Search
- Community Relief Drive for Those in Need of First Aid

S3

Tenant Satisfaction Survey

Starlight's tenants are diverse, and their needs are different. In order to understand the requirements of our communities, we developed a Tenant Rental Survey. Through the survey, we could determine the overall satisfaction level of residents. The open inquiry also provided a space for feedback about any rental issues, and it ensured that we make proper strategic decisions towards all our communities.

- Interest in Electric Vehicle Stations
- Installation of Smart Thermostats

G2

Business Continuity

Starlight's business continuity planning defines how our operations will be safeguarded in the event of an emergency. In creating this plan a business impact analysis was performed on all departments to determine what critical operations must continue. Our plan ensures that during and after a disruption in services occurs, we are able to swiftly continue or resume operations.

- Plan for Ongoing Business During a Disruptive Event
- Ensure all Critical Operations are Minimally Impacted



# Building Certifications

The construction and operation of a property creates a considerable impact on the environment. To address this issue, the U.S. Green Building Council launched a rating system that outlined and promoted sustainable building design. Aimed at improving the environmental performance of commercial buildings, the Leadership in Energy and Environmental Design (LEED) certification soon became the industry-wide benchmark for green management. There are now several different green certifications, and each award acknowledges the highest levels of

property engineering regarding energy efficiency, net-renewable energy use, carbon off-setting, and sustainable construction.

Starlight has received numerous green building certifications through multiple environmental retrofits to new and existing buildings. We are proud of the extensive recognition our technical re-developments have earned, and we continue to convert each of our buildings into sustainably-run and environmentally-friendly dwellings.



**BOMA BEST**  
Platinum

- 3115 Harvester Road, Burlington, Ontario
- 101 McNabb Street, Markham, Ontario
- 675 Cochrane Drive, Markham, Ontario
- Mississauga Executive Centre - 4 Robert Speck Pkwy, Mississauga, Ontario
- 360 Laurier Avenue West, Ottawa, Ontario



**BOMA BEST**  
Gold

- 15 Maple Avenue, Barrie, Ontario
- 250 Lena Crescent, Cambridge, Ontario
- 1020 Paisley Road, Guelph, Ontario
- 1042 Paisley Road, Guelph, Ontario
- 5775 Yonge Street, North York, Ontario



**BOMA BEST**  
Silver

- 22 Bedros Lane, Halifax, Nova Scotia
- 40 Bedros Lane, Halifax, Nova Scotia
- 360 Laurier Avenue West, Ottawa, Ontario



**LEED Gold**

- 3115 Harvester Road, Burlington, Ontario
- Bloor Islington Place - 3280 Bloor Street West, Etobicoke, Ontario
- 38 Solutions Drive, Halifax, Nova Scotia
- 134 Eileen Stubbs Avenue, Halifax, Nova Scotia
- 101 McNabb Street, Markham, Ontario
- 675 Cochrane Drive, Markham, Ontario
- Mississauga Executive Centre - 4 Robert Speck Pkwy, Mississauga, Ontario
- 6925 Century Avenue, Mississauga, Ontario
- 5775 Yonge Street, North York, Ontario
- 340 & 360 Laurier Avenue West, Ottawa, Ontario



**BOMA 360**

- 3115 Harvester Road, Burlington, Ontario
- 101 McNabb Street, Markham, Ontario
- 675 Cochrane Drive, Markham, Ontario



**BOMA Toby**

- 3115 Harvester Road, Burlington, Ontario
- 101 McNabb Street, Markham, Ontario
- 675 Cochrane Drive, Markham, Ontario



**Energy Star**

- 675 Cochrane Drive, Markham, Ontario
- Mississauga Executive Centre - 4 Robert Speck Pkwy, Mississauga, Ontario
- 5775 Yonge Street, North York, Ontario
- 360 Laurier Avenue West, Ottawa, Ontario



**BOMA Earth**

- 3115 Harvester Road, Burlington, Ontario

# ESG Highlights

## Building Automation Systems

Installed  
**198**  
different central systems in North American properties.

Total energy usage decreased by  
**30%**  
in North American properties that installed a Building Automation System.

## ESG Training

**88%**  
individual employees received sustainability certification through a robust training program.

## Employee Charitable Giving

Company wide charitable donations and monetary giving eclipsed over  
**\$1.0 Million**  
in proceeds to local community and sustainability partners.

## Tenant Engagement

Over  
**60%**  
of all Canadian and U.S. Multi-Family properties engaged in social wellness initiatives and environmental awareness programs.

## Electricity Savings

Saved a total of  
**546,274,520 ekWh** of electricity since 2011 → Enough to power **51,649** homes for a year

- Retrofitted 70,000 lights with LED bulbs.
- Replaced 35,322 appliances with high-efficiency models.
- Installed sub-meters on 20,461 units.
- Equipped 109 properties with energy efficient, double pane glass windows.
- Carried out 13 voltage harmonizer projects.
- Established 21 booster pump and FVD systems.

## Water Savings

Reduced water consumption by  
**4,286,124,000** litres since 2011 → enough to fill **28,574,160** bathtubs

- Initiated 226 replacement projects for the replacement of low flow toilets, showerheads and faucets.
- Upgraded 8,943 dishwashers and washing machines.

## Greenhouse Gas Avoided

Eliminated  
**386,440** metric tons of greenhouse gas emissions since 2011 → Enough to offset **83,490** cars

- Reduced fuel costs by reducing the number of picks ups from trucks by setting up 28 smart compactors.
- Introduced 55 heat reflector projects.
- Upgraded 77 in-building boilers.



# Project Highlights

## 5775 Yonge Street

5775 Yonge Street is a class “A” building located in Toronto within Starlight’s commercial portfolio. Sustainable renovations are a key mandate of our ESG framework, and this property is a fine example of one of the most energy-efficient buildings in Canada.

By investing in a new and innovative energy efficient infrastructure, 5775 Yonge Street earned both a LEED Gold and BOMA Level 3 certificates. Building upgrades helped improve indoor air quality, and the entire waste water system was re-engineered to reduce water usage. Additionally, improvements were made to the property’s overall power consumption by installing energy offsetting materials. These were aspects needed to achieve green certification. Each sustainably-engineered change helped transform the property into an efficient and environmentally-friendly establishment.

As a result of this work, 5775 Yonge Street received a prestigious ENERGY star award. Natural Resources Canada delivered the certificate since the property met the highest level of energy-efficient performance. Starlights’ focus on ESG principles, along with the company-wide initiatives created by the property manager BentallGreenOak, help ensure the building is a sustainably-run and energy-efficient asset. Over the past three years, 5775 Yonge Street’s historical ENERGY star score has remained above the 75% top-performer benchmark, with a projected increase into 2021.



### Historical and Projected Energy Star Score

85

2018  
Average

84

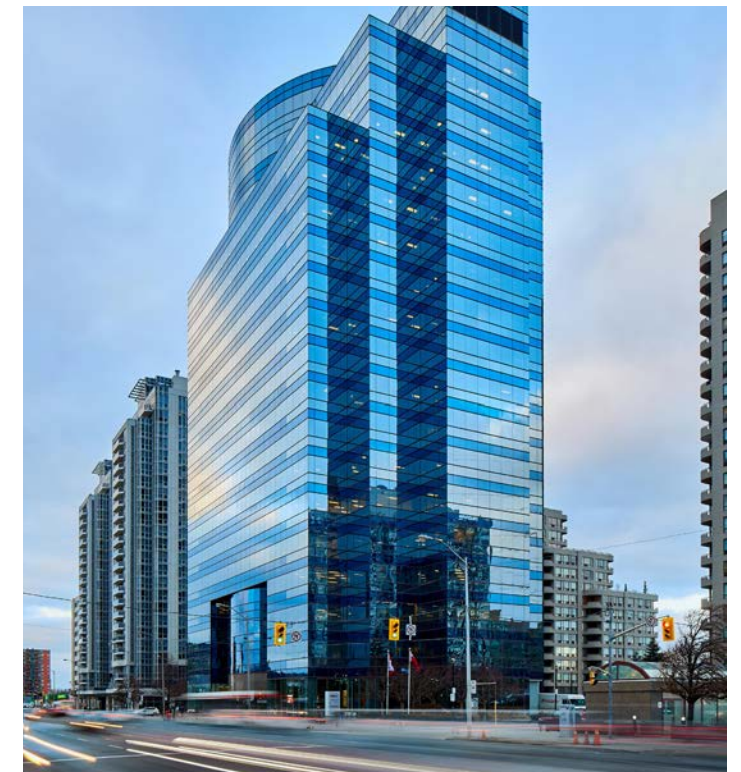
2019  
Average

87

2020  
Average

88

2021  
Average





# Beehives

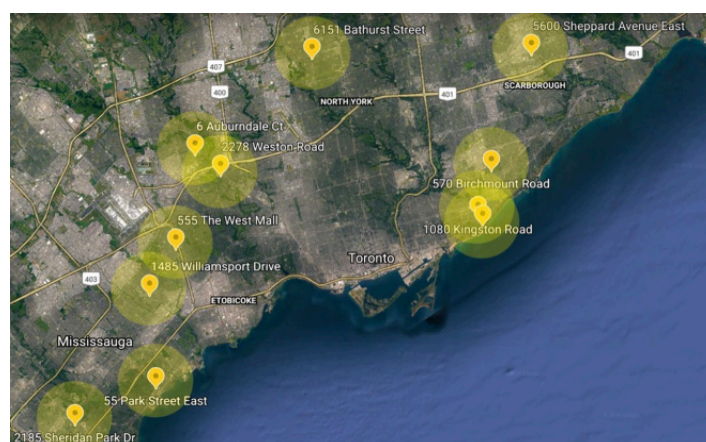
As part of Starlight's ongoing pledge to foster social and environmental responsibility, we established the community beehive program! In partnership with Alveole, we worked with property managers and community members to station bee colonies on top of 10 -15 multi-family and commercial buildings.

Honey bees are integral to the function of our neighbourhood ecosystem. As pollinators, bees transfer pollen from flowers and trees, a crucial aspect of healthy natural habitats. Unfortunately, urban sprawl has led to a decline in bee populations, and many bee colonies have mysteriously collapsed.

To support the biodiversity of our local ecosystems, Starlight installed several beehives on top of a variety of property rooftops. Through this ESG initiative, we gained the following benefits:

- Reclaimed unused space.
- Engaged tenants and local residents with workshops and community events.
- Supported bee population growth.
- Created a more environmentally friendly ecosystem.
- Generated awareness about sustainability projects within our communities.
- Everyone received honey!

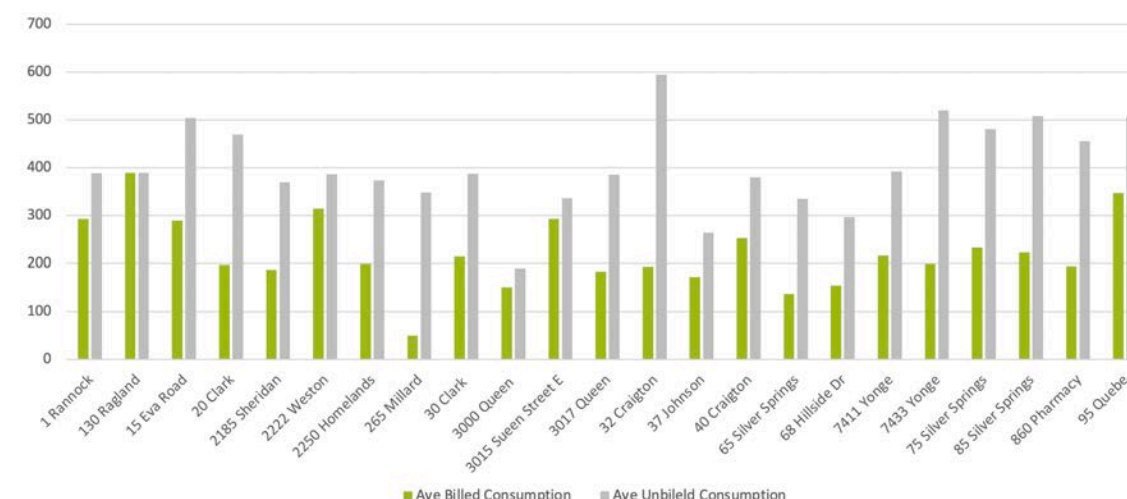
Our work with Alveole is a clear example of the values that guide Starlight. Investing in the people who make up our neighbourhoods, families, and communities demonstrates our vision to be the global leader of asset management. Our ESG framework makes these projects possible, and they create a vibrant social network for all stakeholders, tenants, and property managers.



# Sub-metering

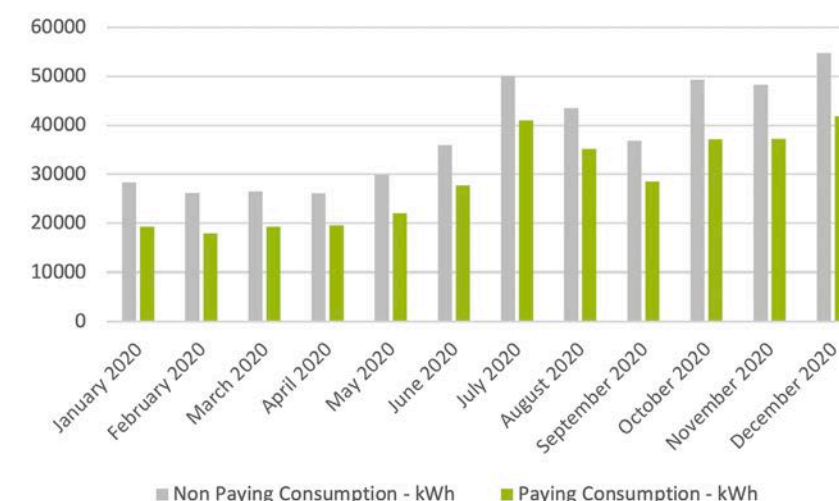
Sub-meters track the electricity usage of an individual unit inside a multi-family or commercial building. With a single-user pay system, tenants become responsible for their own energy use, and they receive greater control over their heat, water, and electrical costs. It is a proven way to empower communities towards active conservation.

Starlight installed sub-metered systems in numerous buildings as a central part of its ESG strategy. As a sustainable retrofit, sub-metering helped decrease rental unit consumption by 24%, leading to an overall building usage reduction of close to 20%.



Additionally, sub-metering can help reduce the price paid for energy, as creating visibility to on-peak electrical hours allow tenants to choose when certain appliances are used. Collectively, Starlight's

properties now place less demand on the electrical grid, and the overall cost savings have surpassed 45% of previous usage where sub-metering has been installed.



As a green strategy, sub-metering benefits our partners, property managers, and each resident of our multi-family units. Engineered innovations continue to increase property values while offering

drastic reductions in Greenhouse gas emissions and energy consumption. Our focus on cutting-edge green technology is a key mandate to our ESG strategy.



# Building Automation Systems

To achieve the goals outlined in our ESG strategy, we maintain and monitor 198 Building Automation Systems (BAS) properties within our portfolio.

Building Automation Systems give central control over a property’s energy machinery. The more coordinated the control we have, the more efficient the system runs and the easier it is to maintain a pleasant and consistent living environment. With a Building Automation System, we can limit waste and improve a residence’s total energy consumption.

Building Automation Systems also allow us to practice sustainability initiatives with metered HVAC units,



Starlight manages and monitors over

**198**

building automation systems

energy-efficient light bulbs, advanced boiler systems, the inclusion of water chillers, and top-level security systems. Since Starlight first incorporated automated control systems, our buildings have experienced a 30% reduction in electricity and gas usage.

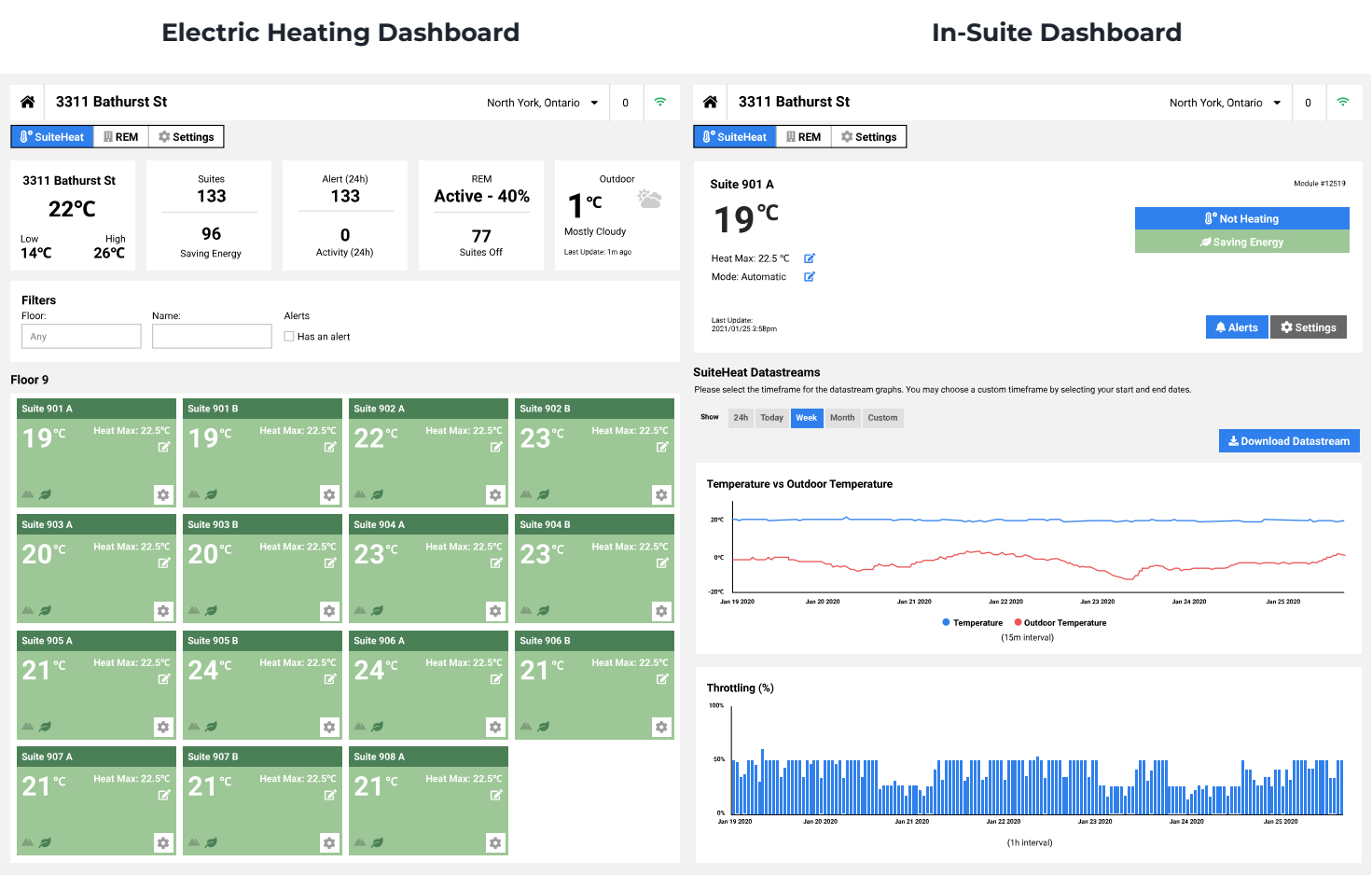
Innovative technology continues to improve within these systems. One recent addition, with artificial intelligence, allows heating, cooling and lighting to adjust with changing weather conditions and occupancy rates. It gives a building an ability to anticipate energy needs and proactively optimize consumption. This technology and others like it helps Building Automation Systems achieve increasing levels of efficiency year over year.

**130,500 ekWh**

of electricity saved

↓

that's **11,767,235** smartphones charged





# Environmental Innovation at Starlight Investments

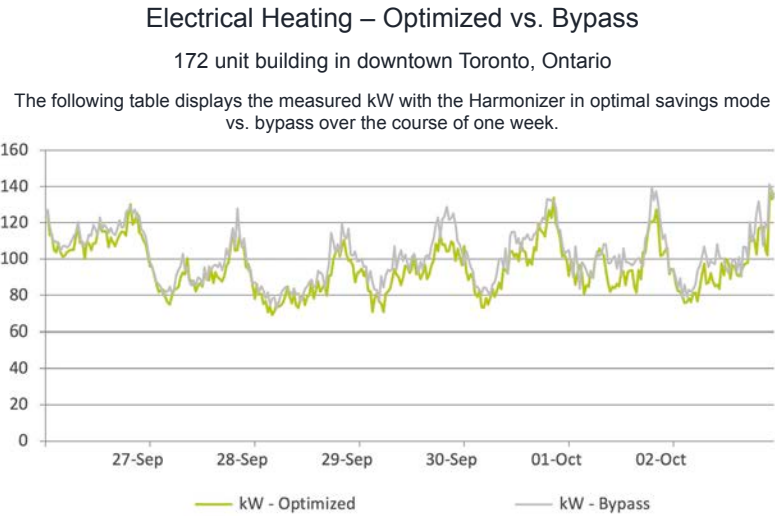
Starlight is uniquely positioned to incorporate technical innovation into its ESG strategy. The flexible and entrepreneurial nature of our business operations gives us the opportunity to locate and scale the most advanced technology. We put additional focus into inventive, high-potential renewable projects, and each initiative keeps us at the forefront of sustainable living. Our effort toward environmental innovation creates three distinct benefits:

- 1. Starlight prioritizes the comfort and enjoyment of the living space for residents.
- 2. Technical systems drastically lower our impact on the environment through a decrease in consumption, emission, and energy usage.

- 3. Building improvements help value appreciation, increase operational efficiencies and lower consumption.
- Starlight plays to its strengths and seeks out the sustainable advantages that new technologies have to offer. We believe that we have a responsibility as the front runners in environmental innovation to drive progress, and we have implemented several technical upgrades with immensely successful results.

## Voltage Harmonizers

- Ultra-efficient electrical systems programmed to select the optimal voltage tap.
- Harmonizers manage consistent, low-cost electrical input.



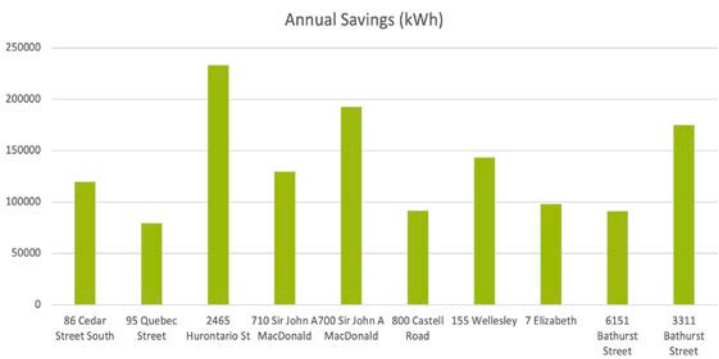
Number of properties installed:	Number of properties completed in 2021:	Annual 2020 Savings:	Project 2021 Savings:
13	21	1,259,791 kWh	1,781,938 kWh

## Control Systems

- Energy control system's oversee the function of other connected systems such as HVAC, Electricity and Chillers.
- As a technical solution, the application can limit utility consumption and promote efficient usage.

Reduced heating consumption by: **20%**

Annual savings per building in 2020: **20,000 kwh**

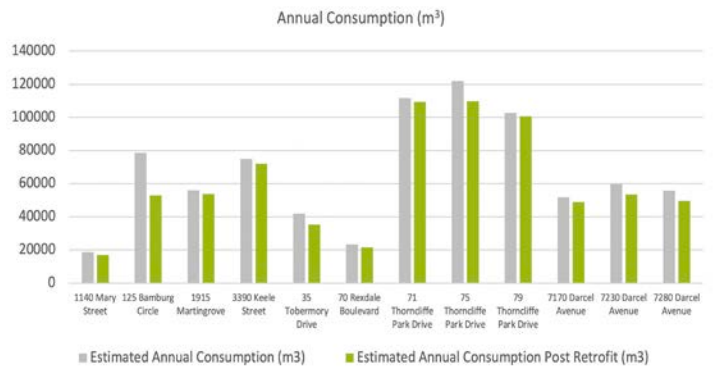


## Low Flow Water System Upgrades

- Replace existing water fixtures with low flow toilets, showerheads, and aerators.
- Refurbish and repair water low flow systems to eliminate leaks.

Reduced water consumption by: **25%**

Annual expenditures decreased by: **100,000 CCF**



## EXECUTIVE SPOTLIGHT: Perry Rose

In August 2018, Starlight Investments collaborated with Peak Power to install a 2350kw/ 4700kwh energy storage system within Bloor Islington Place in Toronto, Ontario. Perry Rose acted as the procurement and technical advisor for this project. Perry's contribution is a clear example of the direct impact our environmental innovations have toward sustainable living, as the new technology installation helped eliminate 25% of the Bloor Islington Place's electricity demand.

The partnership with Peak Power presented a one-of-a-kind opportunity, as Starlight became the first commercial building in Canada to balance on-peak electrical consumption with an energy storage solution. With Peak Powers proprietary software platform, the

property will now predict when electrical usage rises and divert any stored resources back to the electrical grid. By installing this advanced technical solution, Ontario's grid resiliency improves and our overall electrical consumption decreases.

Perry's leadership on the Peak Power offsetting project helped create a more environmentally-friendly commercial asset. His effort demonstrates how technical innovation can align with sustainability - investor returns and building efficiency increased through the introduction of an ESG initiative.

Starlight continues to search out new innovations to help improve existing ESG practices.

“ We are delighted to be one of the first commercial building owners in Canada to install behind-the-meter battery energy storage. Innovative technology such as energy storage and Peak Power's software are providing options to building owners for better ways to manage our day-to-day energy needs.



# Complete Communities

Starlight believes in the lasting value of complete communities. As one of Canada’s leaders in purpose-built rental housing, office, and mixed-use developments, our focus is to create sustainable and modern living-spaces where people want to live, work, shop and play. We are committed to the health and safety of each resident and staff partner, and we seek out new ways to remain active towards our community network.

Starlight directly invests in local neighbourhood initiatives and redevelopment projects to enhance the vibrancy of our neighborhoods. Through these projects we communicate our ESG strategy to the public and all stakeholder groups. People gain awareness of our environmental initiatives and can offer invaluable feedback. The sustainable upgrades we employ provide a variety of benefits towards the overall social engagement of our residents.

## Harris Green Village

The Harris Green development project involved the complete transformation of a shopping centre and car dealership. We turned the outdated infrastructure into an urban, mixed-use hub for the entire community. Top-level goals included the creation of a dynamic pedestrian-friendly street environment and a building design that offered universal access to everyone of all ages and abilities. The project would help drive substantial residential growth within an environmentally-friendly re-development - two primary elements of our ESG strategy.

In order to create a space that supported the needs of our tenants and property members, Starlight opened several public forums to gain feedback and resident input. A public open house described the initial project developments, and it offered a space for communication. As the project moved forward public workshops explained the design and advantages of the new neighbourhood centre. Finally, a complete presentation to the Community Association and Land Use Community outlined the proposed project benefits, and it received approval from all stakeholders.

Public Open House	Public Workshop	Presentation to Community Association Land Use Communities
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Neighborhood consultations provide us with crucial information on how to best serve our network. By understanding the sentiments of the community on a proposed project, we redeveloped the full property into a sustainable, enjoyable, and comfortable living space for residents. Clear discussion helped the entire community create a sustainable asset that better served each tenant.

Successful projects balance community knowledge, good planning, financial viability and professional expertise. Starlight is proud to be able to bring all elements together to build a complete community.



151  
participants

83%

indicated a positive experience  
with the June Open House

650  
comments received



## Starlight Golden Mile

Starlight Golden Mile is a mixed-use development project designed to improve the residential units, street-level retail and the publicly accessible space. The new buildings offered a unique opportunity to align with provincial policies of residential density near higher-order transit. The new space will provide greater liveliness to the community through open spaces, landscaping, and streetscapes.

Once again, the entire community played an active role in the decision-making and implementation of the Starlight Golden Mile development process. A diverse range of feedback from all stakeholders, associations, and public members helped us devise a unique and usable site. Engagement with the public and stakeholders included:

Existing tenants	City Councillor, Ward 21 Scarborough Centre
Owners / tenants at rental buildings directly north of the site on Craigton Avenue	Owners / tenants of commercial buildings directly east of the site on Pharmacy Avenue
Golden Mile West Landowners Group	Golden Mile and Neighbourhoods Community Association
Working Women Community Centre / The Victoria Park Hub	Other engaged and interested community members

Open communication to our network of properties and tenants will allow us to turn Golden Mile into a viable community centre, a place that enhances the living quality of the entire neighborhood. Starlight continues to utilize social strategies that allow a wide range of voices to add to the discussion of environmental leadership.

Community engagement approaches:



6,872 m<sup>2</sup>  
of indoor and outdoor  
amenity space

1,457 m<sup>2</sup>  
publicly accessible  
green spaces

1,311 m<sup>2</sup>  
street-level  
retail space





# Governance

We are committed to an operational culture characterized by accountability and institutional oversight. Our Environmental, Sustainability, and Social Policy systems protect all stakeholders, and compliant investment practices help us exceed the needs of our partners. Starlight implements governance principles in two distinct ways:

## 1. ESG Policies

Clear policies of governance allow us to grow in a responsible and transparent manner. Documents that outline how we monitor and track our investments help us adhere and surpass the industry standards of environmental leadership. Additionally, our policies help us manage investment risk, offer a clear road-map to greener building developments, outline the roles and responsibilities of all team members, and align our ESG practices to our core values.

## 2. Governance Committee

The creation of the Governance Committee lets all stakeholders and partners of Starlight to champion our ESG strategy. Every aspect of our environmental initiatives, social wellness programs, and company governance policies are reviewed and regulated by the governance committee. Assessing our own sustainability practices allows us to find areas of improvements, and it promotes a culture of accountability across each investment portfolio.







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