



2021  
AWARDS

## Canadian Federation of Apartment Associations

# RENTAL HOUSING AWARDS 2021

CFAA wants to help you highlight your successes as a rental housing provider,  
as well as the successes of your team members.

CFAA will also be recognizing rental suppliers, and one or more successes by  
member associations.

February 8, 2021

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**DEADLINE TO SUBMIT COMPLETED AWARDS APPLICATIONS:  
11:59 pm PDT on Tuesday, April 13, 2021**

## **CFAA as an organization**

The Canadian Federation of Apartment Associations is the national umbrella group for Canada's rental housing providers. Many CFAA members are members of regional apartment associations covering the provinces or cities. CFAA also has a large number of direct landlord members. Many leading rental suppliers are members of the CFAA Suppliers Council.

CFAA's member associations are:

- Eastern Ontario Landlord Organization (EOLO)
- Federation of Rental-housing Providers of Ontario (FRPO)
- Greater Toronto Apartment Association (GTAA)
- Hamilton & District Apartment Association (HDAA)
- Investment Property Owners Association of Nova Scotia (IPOANS)
- LandlordBC
- London Property Management Association (LPMA)
- Manufactured Home Park Owners Alliance of British Columbia (MHPOA)
- Professional Property Managers' Association (of Manitoba) (PPMA)
- Saskatchewan Landlord Association Inc. (SKLA)
- Waterloo Regional Apartment Management Association (WRAMA)

If you are a landlord member of one of those associations, you are a member of CFAA for your rental units in the province or city in which that association operates.

## **CFAA's celebration of excellence**

The CFAA Rental Housing Awards Program celebrates excellence in Canada's rental housing industry, from coast to coast.

In collaboration with CFAA's member associations, including those which run their own awards programs, CFAA has created an integrated national awards program, open to rental housing providers, suppliers and associations across Canada.

The Awards judging process is divided into two rounds. The *open round* is open to **all landlord members of each member association**, as well as CFAA's direct landlord members, and members of the CFAA Suppliers Council. The leading entries from the *open round* move on to the *final round*.

In regions where CFAA members have compatible awards categories, CFAA invites winners from those categories to submit their applications. Those entries join the *final round* of judging, from which the winner(s) and finalists are selected. (In the language of sports, winners receive a bye into the final.)

**Eligibility criteria for Rental Housing Providers:**

To enter the awards competition as a rental housing provider, your company needs to be a member of CFAA in the province or city in which the building, company, or employee operates, either directly or as an affiliate member through a CFAA member association in that province or city.

For instance, if your company wishes to nominate a building or employee in a province where there is no CFAA member association (such as New Brunswick) your company must be a direct member for the units in New Brunswick in order to apply. The provinces in which this would apply are: AB, QC, NB, PEI, NL and the Territories.

**Eligibility criteria for Rental Industry Suppliers:**

Nominees must be members of the CFAA Suppliers Council. Rental housing suppliers can join the Suppliers Council.

**Consult CFAA's eligibility self-assessment tool found at [cfaa-fcapi.org/events-awards/awards-program-2](http://cfaa-fcapi.org/events-awards/awards-program-2) to check that you are eligible to enter the awards.**

**If you are unsure of your eligibility, email [awards@cfaa-fcapi.org](mailto:awards@cfaa-fcapi.org).**

## **Application process**

Applications are accepted through our new online applications portal found at [cfaa-fcapi.org/events-awards/awards-program-2](http://cfaa-fcapi.org/events-awards/awards-program-2). Applications are no longer accepted in PDF or PowerPoint formats. We chose to make that change in order to level the playing field among applications, and to streamline the judging process.

The application form will require entrants to enter answers to questions on the award criteria pages.

Application Notes and Best Practices:

- There is no way to save your answers in the form. We suggest that you prepare your answers ahead of time in a word processing file and save that text. For each award, questions appear in the same order as on the criteria page.
- Long answer questions are limited to 2,500 characters, which is about 400 words. CFAA will not accept longer answers, and shorter answers are just fine.
- Please note the maximum number of pictures and attachments that are allowed, since that varies by category. Check the criteria page for the award category you are entering.
- Please ensure that the pictures you are submitting are of sufficient quality to be published. However, the maximum upload size of each file (i.e. photos) is 16MB.

If you won one of your association's awards, you may be eligible to re-submit to CFAA's awards and to be entered into the *final round*. Please note, you will have to re-submit your application through CFAA's awards portal.

## **Awards categories**

### *Ability to change criteria*

CFAA reserves the right to refine the awards. For example, the best renovation award might become best lobby renovation award or best suite renovation (or both, by being split into two awards, which are both given out.)

### *Dealing with categories with one entry*

In the unlikely event that only one nomination is received for a category, CFAA will verify with that nominee whether they want to be given the prize, or they want the category withdrawn. CFAA will proceed accordingly.

## **Comments and suggestions welcome**

CFAA will gratefully receive comments and suggestions about ways to improve the awards program, and about the awards to be given in the future. Please send comments to [awards@cfaa-fcapi.org](mailto:awards@cfaa-fcapi.org).

**For more information about the judging process, please turn to page 15.**

## Property Manager of the Year Criteria

The Property Manager of the Year award recognizes a property manager nominated by their employer who has demonstrated excellence and professionalism in the rental housing industry. The person has gone well above and beyond their job description and ordinary expectations between September 2019 and April 2021. The person may have solved a long-standing problem seen to be intractable, or handled one or more difficult issues with great skill and tact.

**NOMINATION DEADLINE: Tuesday, April 13, 2021, 11:59 pm PDT**

**Please Note:** Submissions must be made entirely through CFAA's awards application portal available at [cfaa-fcapi.org/events-awards/awards-program-2/](http://cfaa-fcapi.org/events-awards/awards-program-2/). Any materials received outside of the application process cannot be guaranteed to be included in the material presented to the judges. Please follow the guidelines below and review the eligibility criteria. Please review best practices on page 3 before applying.

### Information you will need to enter to submit your entry:

1. Award applied for
2. Nominee name, job title and company name
3. Address and city where the nominee works
4. Contact person's contact information
5. CFAA membership applicable to this application

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. How long has the nominee worked in the rental housing industry?
7. What is the nominee's job description?
8. How many units are they responsible for? How many people do they supervise?
9. Why is the nominee worthy of this award?
10. What challenges has the nominee faced and overcome in the last year?
11. Please describe the nominee's accomplishments in the last year. How did the nominee go above and beyond their job description and ordinary expectations?
12. Describe any other activities the nominee has been involved in that contributed to his or her success.

**In Addition:** Include one to three photos of the nominee.

**ALL COMPANIES MAKING NOMINATIONS MUST QUALIFY AS MEMBERS OF CFAA,  
EITHER DIRECTLY OR THROUGH A CFAA MEMBER ASSOCIATION.**

Canadian Federation of Apartment Associations  
1600 Carling Avenue, Suite 640  
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613-235-0101

Please review eligibility criteria prior to submitting your nomination.

## On-Site Employee of the Year Criteria

The On-Site Employee of the Year award recognizes an individual employee nominated by their employer who has demonstrated excellence and professionalism in the rental housing industry. The person has gone well above and beyond their job description and ordinary expectations between September 2019 and April 2021. The person may have solved a long-standing problem seen to be intractable, or handled one or more difficult issues with great skill and tact. The person may be a resident manager, or work in rental operations, maintenance, cleaning or other building functions on-site.

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### Information you will need to enter to submit your entry:

1. Award applied for
2. Nominee name, job title and company name
3. Address and city where the nominee works
4. Contact person's contact information
5. CFAA membership applicable to this application

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. How long has the nominee worked in the rental housing industry?
7. What is the nominee's job description?
8. If the nominee is a **resident manager**, how many units are they responsible for? How many people do they supervise?
9. Why is the nominee worthy of this award?
10. What challenges has the nominee faced and overcome in the last year?
11. Please describe the nominee's accomplishments in the last year. How did the nominee go above and beyond their job description and ordinary expectations?
12. Describe any other activities the nominee has been involved in that contributed to his or her success.

**In Addition:** Include one to three photos of the nominee.

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**If there are numerous nominations, CFAA may refine the awards category and give an award for specific categories of on-site employees.**

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Please review eligibility criteria prior to submitting your nomination.

## Off-Site Employee of the Year Criteria

The Off-Site Employee of the Year award recognizes an individual employee nominated by their employer who has demonstrated excellence and professionalism in the rental housing industry. The person has gone well above and beyond their job description and ordinary expectations between September 2019 and April 2021. The person may have solved a long-standing problem seen to be intractable, or handled one or more difficult issues with great skill and tact. The person may work out of a regional or head-office in internal services, such as HR, administration, marketing, and other services.

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### Information you will need to enter to submit your entry:

1. Award applied for
2. Nominee name, job title and company name
3. Address and city where the nominee works
4. Contact person's contact information
5. CFAA membership applicable to this application

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. How long has the nominee worked in the rental housing industry?
7. What is the nominee's job description?
8. What size is the team of which they are a member or a leader? How many people do they supervise?
9. Why is the nominee worthy of this award?
10. What challenges has the nominee faced and overcome in the last year?
11. Please describe the nominee's accomplishments in the last year. How did the nominee go above and beyond their job description and ordinary expectations?
12. Describe any other activities the nominee has been involved in that contributed to his or her success.

**In Addition:** Include one to three photos of the nominee.

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**If there are numerous nominations, CFAA may refine the awards category and give an award for specific categories of off-site employees.**

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Please review eligibility criteria prior to submitting your nomination.



## Rental Housing Provider of the Year Criteria

The Rental Housing Provider of the Year award recognizes a rental housing provider who or which has demonstrated exceptional leadership in the rental housing industry through an action, exceptional practice or a dedicated initiative. The award is open to companies or individual landlords of all sizes. Eligible applications could include an effort that has improved the standard of practice in the industry, strengthened or contributed to the community, reduced environmental impacts, or another exceptional achievement. Applications will be judged based on how impactful and innovative the achievement was. This award is open to many types of achievements. If you believe your company has done something exceptional between September 2019 and April 2021, please consider submitting your application.

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### Information you will need to enter to submit your entry:

1. Award applied for
2. Nominee company or individual name
3. Address and city where the achievement took place
4. Contact person's contact information
5. CFAA membership applicable to this application

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. Number of units in the company or person's portfolio.
7. What is the nature of the achievement?
8. Why is the achievement exceptional?
9. If more rental providers followed your lead, what would be the impact to the industry and to the community?
10. Was the achievement planned? What circumstances led to the achievement?
11. What was your strategy? What were the measures of success?
12. What challenges did you face along the way?
13. What impacts did the achievement have on the community, on improving practice in the industry, on the environment, or another desirable goal?
14. If you would like, submit up to three testimonial quotes from key stakeholders. Examples include an executive at your company, a client or tenant, or someone in the community that was impacted.
15. If applicable, please attach PDFs of media coverage you received from the achievement, up to 3 articles.
16. If appropriate, please include up to 5 photos.

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Please review eligibility criteria prior to submitting your nomination.

## Marketing Program Excellence of the Year Criteria

The Marketing Program Excellence of the Year award recognizes a rental housing provider who or which has demonstrated exceptional excellence and vision in a marketing campaign or effort. The marketing program must have exceeded expectations and been completed between September 2019 and April 2021. Applications will be judged on creativity, innovation, and exceptional results (either based on benchmarks, or exceptional success).

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### Information you will need to enter to submit your entry:

1. Award applied for
2. Company name
3. Address and city of the company
4. Contact person's contact information
5. CFAA membership applicable to this application

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. Number of units in your portfolio.
7. What was your marketing strategy for the campaign?
8. What type of campaign was it?
9. How long was the campaign?
10. What platforms did you use for your campaign?
11. What metrics did you use to measure the effectiveness of your campaign?
12. What was your budget?
13. What is your estimated ROI and/or benefit-cost ratio?
14. What made this campaign exceptional?
15. If your campaign used social media, please include notable responses/shares, up to 3 in total.
16. Please upload examples of your marketing material (up to 5 pieces total).

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**If there are numerous nominations, CFAA may refine the awards category and give an award for specific categories of marketing campaigns.**

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Please review eligibility criteria prior to submitting your nomination.

## Rental Development of the Year Criteria

The Rental Development of the Year award recognizes a company which has achieved excellence in the development of a new rental housing project. This award will be judged on the overall creativity and suite design, curb appeal, amenities, environmental quality, efficient use of space and functionality of the floor plan. The full project or project phase applied for must have been completed between September 2019 and April 2021, and must be classified as a traditional or student rental building, rather than a retirement residence or care facility.

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### Information you will need to enter to submit your entry:

1. Award applied for
2. Company Name
3. Location of Project (street address and city)
4. Contact person's contact information
5. CFAA membership applicable to this application

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. Number of units and storeys.
7. When was the development completed?
8. Location of project (neighbourhood and city.)
9. Why did you choose to develop in that area?
10. Is the building LEED certified, or if not, what was done to address environmental best practices?
11. What are the best features of the development?
12. What makes this development stand out from others in that area?
13. What obstacles did your organization encounter in getting the project completed, and how did you overcome them?
14. What aspects of the development are you most proud of?

**In Addition:** Include up to two sample floor plans and/or up to eight photos of various suites, common areas, outdoor grounds, lobby, amenities and any other noteworthy area of the rental development.

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Please review eligibility criteria prior to submitting your nomination.

## Renovation of the Year Criteria

The Renovation of the Year award recognizes a company which has achieved excellence in the renovation, in-part or in full, of an existing rental housing building or a building being converted into a rental building. This award will be judged on the overall creativity, value for money and functionality of the renovated area or building. The project must have been completed between September 2019 and April 2021. The post-renovation building must be classified as a traditional or student rental building, and not as a nursing home or retirement residence.

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### **Information you will need to enter to submit your entry:**

1. Award applied for
2. Company Name
3. Address and Location of the Project (including city)
4. Contact person's contact information
5. CFAA membership applicable to this application

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. Location of project.
7. Number of units.
8. Nature of renovation (eg. unit, envelope, hallways, lobby, entire building)
9. What year was the property originally built?
10. What time period was the renovation completed in?
11. What was the total cost of the renovations?
12. What are the best features of the renovation?
13. What makes this renovation stand out from other renovated buildings in the area?
14. What obstacles did your organization encounter to get the project completed, and how did you overcome them?
15. What aspects of the renovation are you most proud of?

**In Addition:** Include up to eight (four pairs) of before and after photos of the renovation, including suites, common areas and outdoor grounds.

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Please review eligibility criteria prior to submitting your nomination.

## **New Product or Service of the Year Criteria**

The New Product or Service of the Year award recognizes a **rental housing supplier** (who is a member of CFAA Suppliers Council) who has launched an innovative product or service of great usefulness to rental housing providers.

This award will be judged on the degree of innovation, the ease of installation and use, and the value of the product or service to rental housing providers.

The product or service must have been launched between September 2019 and April 2021.

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### **Information you will need to enter to submit your entry:**

1. Award applied for
2. Company Name
3. Product or service nominated
4. Contact person's contact information
5. That the supplier is a member of the CFAA Suppliers Council.

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. What is the product or service?
7. Did you create the product or service from scratch, or apply a foreign product or service in Canada for the first time?
8. What does the product or service do?
9. What problem does the product or service solve?
10. What roadblocks were overcome to create and launch the product or service?
11. When was the product or service launched?
12. What are the key advantages of using the product or service?
13. How easy is the product or service to install and use? If applicable, how much training is required to use the product or service?
14. What aspect of the product or service are you most proud of?
15. If you would like, submit up to three testimonials of rental housing providers who are using the product or service.

**ALL NOMINATIONS MUST BE FOR A PRODUCT OR SERVICE LAUNCHED BY  
A MEMBER OF THE CFAA SUPPLIERS COUNCIL.**

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Please review eligibility criteria prior to submitting your nomination.

## **Best Product or Service (2018-2020) Criteria**

The Best Product or Service (2018-2020) award recognizes a **rental housing supplier** (who is a member of CFAA Suppliers Council) who has launched an innovative product or service of great usefulness to rental housing providers in within the last 3 years.

This award will be judged on the degree of innovation, the ease of installation and use, and the value of the product or service to rental housing providers.

The product or service must have been launched between September 2016 and April 2020.

**NOMINATION DEADLINE: Tuesday, April 13, 2021, 11:59 pm PDT**

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### **Information you will need to enter to submit your entry:**

16. Award applied for
17. Company Name
18. Product or service nominated
19. Contact person's contact information
20. That the supplier is a member of the CFAA Suppliers Council.

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

21. What is the product or service?
22. Did you create the product or service from scratch, or apply a foreign product or service in Canada for the first time?
23. What does the product or service do?
24. What problem does the product or service solve?
25. What roadblocks were overcome to create and launch the product or service?
26. When was the product or service launched?
27. What are the key advantages of using the product or service?
28. How easy is the product or service to install and use? If applicable, how much training is required to use the product or service?
29. What aspect of the product or service are you most proud of?
30. If you would like, submit up to three testimonials of rental housing providers who are using the product or service.

**ALL NOMINATIONS MUST BE FOR A PRODUCT OR SERVICE LAUNCHED BY  
A MEMBER OF THE CFAA SUPPLIERS COUNCIL.**

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Please review eligibility criteria prior to submitting your nomination.

## CFAA Suppliers Council Member of the Year Criteria

The CFAA Suppliers Council Member of the Year award recognizes a rental housing supplier who or which has demonstrated exceptional leadership in the rental housing industry through an action, exceptional practice or a dedicated initiative. Eligible applications include an effort that has improved the standard of practice in the industry, strengthened or contributed to the community, reduced environmental impacts, or other exceptional achievement. This award is open to many types of achievements. If you believe your company has done something exceptional between September 2019 and April 2021, please consider submitting an application.

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### **Information you will need to enter to submit your entry:**

1. Award applied for
2. Nominee company name
3. Address and city where the achievement took place
4. Contact person's contact information
5. CFAA membership applicable to this application

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

6. What is the nature of the achievement?
7. Why is the achievement exceptional?
8. If more companies followed your lead, what would be the impact to the industry and to the community?
9. Was the achievement planned? What circumstances lead to the achievement?
10. What was your strategy? What were the measures of success?
11. What challenges did the company face along the way?
12. What impacts did it have on the community, on improving practice in the industry, on the environment?
13. If you would like, submit up to three testimonial quotes from key stakeholders. Examples include an executive at your company, a client or tenant, or someone in the community that is impacted.
14. If applicable, please attach up to 5 PDFs of media coverage you received for the achievement.
15. If appropriate, please include up to 5 photos.

**ONLY OPEN TO MEMBERS OF THE CFAA SUPPLIERS COUNCIL.**

Canadian Federation of Apartment Associations  
1600 Carling Avenue, Suite 640  
Ottawa, ON K1Z 1G3  
[awards@cfaa-fcapi.org](mailto:awards@cfaa-fcapi.org)  
613-235-0101

Please review eligibility criteria prior to submitting your nomination.

## Association Achievement of the Year Criteria

The Association Achievement of the Year award recognizes an apartment association which has successfully launched an innovative campaign or initiative of great usefulness to rental housing providers. The initiative or campaign may be proactive or reactive. The achievement could include defeating a proposed government program which would have had a significant negative impact on rental housing providers. This award is open to achievements in the year 2020.

This award will be judged on the value of the achievement to rental housing providers.

**NOMINATION DEADLINE: Tuesday, April 13, 2021, 11:59 pm PDT**

**Please Note:** Submissions must be made entirely through CFAA's awards application portal available at [cfaa-fcapi.org/events-awards/awards-program-2/](https://cfaa-fcapi.org/events-awards/awards-program-2/). Any materials received outside of the application process cannot be guaranteed to be included in the material presented to the judges. Please follow the guidelines below and review the eligibility criteria. Please review best practices on page 3 before applying.

### Information you will need to enter to submit your entry:

1. Award applied for
2. Association Name
3. Campaign or initiative nominated (e.g. a campaign to prevent landlord licensing)
4. Contact Person's contact information

**The following questions will be asked and must be answered in your entry. Winners and nominees will be determined based on this information. Long answer questions have a character limit of 2500, which is about 400 words.**

5. What was the campaign or initiative?
6. Who were the stakeholders?
7. What problem does the initiative solve? OR what problem would the defeated program have created?
8. What roadblocks were overcome to create and launch the campaign or initiative (or to defeat the negative program)?
9. When was the campaign or initiative launched (or when was the program defeated)?
10. In less than 12 bullet points, how was the campaign or initiative undertaken?
11. What specific steps were taken to ensure the lasting impact from the campaign or initiative?
12. What are you most proud of about the initiative or campaign?
13. If you would like, submit up to three testimonials of rental housing providers who benefit from the campaign or initiative (or from the defeat of the negative program).

**ALL NOMINATIONS MUST BE FOR A CAMPAIGN OR INITIATIVE LAUNCHED (OR A NEGATIVE PROGRAM DEFEATED) BY A MEMBER ASSOCIATION OF THE CFAA**

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## **Judging process**

The judges are independent people with long experience working in rental housing in the area which they are to judge (e.g. building renovations or customer service.) Many will be for-profit landlords or property managers. In appropriate categories, CFAA may include not-for-profit landlords, rental housing instructors or city or provincial housing officials.

Judges are vetted by CFAA for conflicts for the award(s) that they are judging. Judges may include people from companies which enter the awards, except that they will NOT judge any category in which their company is entered, or from companies with which they have had any significant recent relationship.

The judges will be identified, but the particular award which they judged will not.

Each category will be judged by a minimum of 3 judges, who will review the submissions independently and rate them. Judges will then have a conversation by telephone conference to determine the winner.

If the judges have difficulty deciding who the winner should be based on the awards submissions on their own, then the judges may have regard to:

- a. Whether either of the top two nominee companies is leading the scoring for another CFAA award this year;
- b. Whether there is a significant geographic imbalance which one of the top two would help to rectify; or
- c. Whether it makes sense to declare co-winners.

The judges will prepare a brief statement about the merits of the winning entry (i.e. why the winner won), to be presented at the Awards ceremony.

The judges will keep their discussion to determine the winner confidential, along with who are the nominees and the winner.

## **Timing for the judging process**

Judges will have to review and rank the submissions in the category they are judging, and may make a few comments about why they have ranked their #1 and #2 selections in those places. The judges will normally have up to 7 days to do those rankings. They will submit that information to the CFAA Awards Coordinator, who will aggregate and tally the information.

The judges for the category will then meet by a telephone conference to discuss the awards submissions, their rankings and their comments about the submissions. They will agree or vote on the winner, and agree on a brief statement about why the winner won. That telephone conference will normally take place within 5 days of the deadline of submitting the rankings.

Barring unforeseen delays, the Awards judging will take place in April.

# Volunteer to judge in the CFAA Awards program

FAX completed form to CFAA at 613-238-0101 OR  
scan and send by e-mail to awards@cfaa-fcapi.org.

\_\_\_ YES, I would like to act as a judge in the CFAA Awards program

Name: \_\_\_\_\_

Position: \_\_\_\_\_ since: \_\_\_\_\_ (year)

Telephone number: \_\_\_\_\_

Email: \_\_\_\_\_

Current employer: \_\_\_\_\_ since: \_\_\_\_\_ (year)

Past rental housing employers: \_\_\_\_\_ From (year) to (year)  
(back to when you began working in rental housing or 20 years, whichever period is shorter)

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If selected as a judge in the CFAA Awards Program, I agree

1. to declare any conflict of interest;
2. to judge the entries impartially;
3. to comply with the time requirements for judging as set out in the Awards Program Brochure; and
4. to keep the discussions and results strictly confidential for all time.

Date: \_\_\_\_\_  
\_\_\_\_\_ (signature)