



# **SUSTAINABLE WINEGROWING** BRITISH COLUMBIA

**Inspired people growing outstanding wine**

## **Sustainable Practices for BC Vineyards**

Templates and Checklists

February 2016



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# CHAPTER 1 SETTING YOUR SUSTAINABILITY FOUNDATION

## VINEYARD SITE PLAN - EXAMPLE



### Base Map / Site Plan

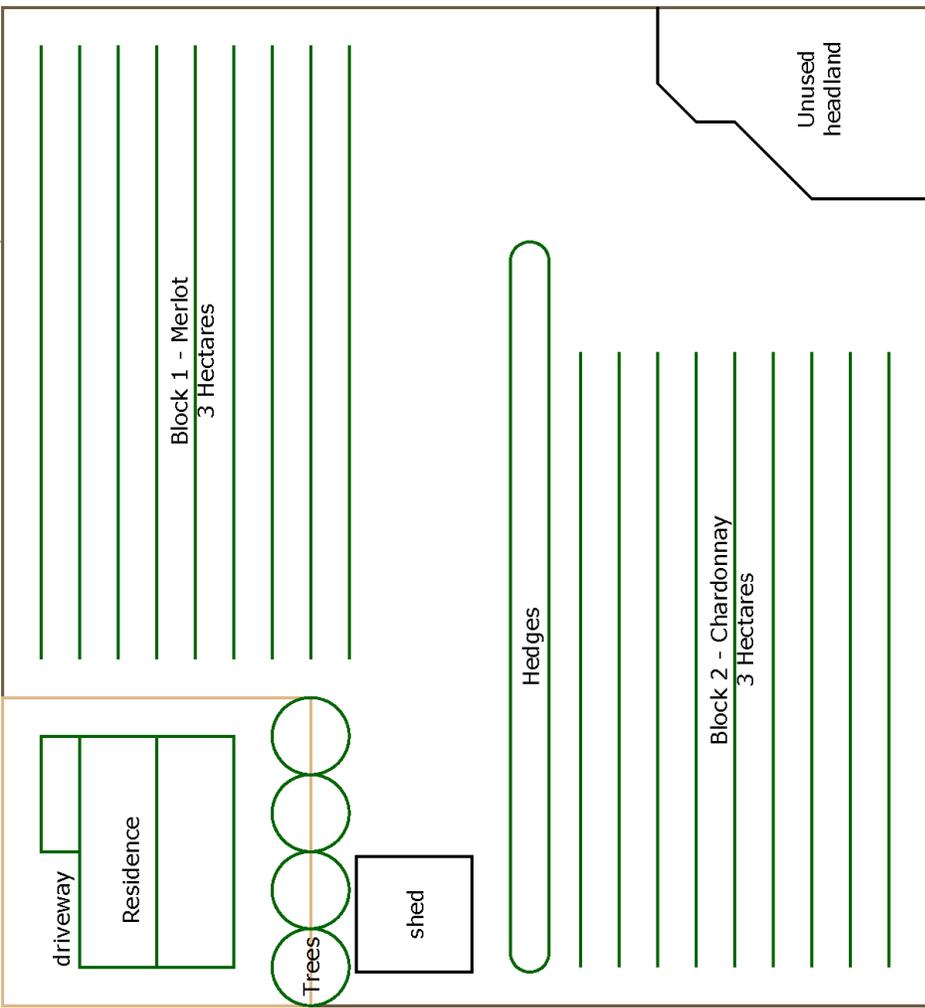
Completed by: \_\_\_\_\_ Date: \_\_\_\_\_

**Components to include:**

Be as detailed as possible and include the following components:

- Property boundaries
- Total hectares of property
- Total hectares of vineyards
- Degree of slope
- Physical features: roadways, driveways, buildings, equipment storage areas, fences, etc.
- Vineyards
- Other crops, including fruit trees and vegetable gardens
- Landscaping (e.g., flower gardens, lawns)
- Contours
- Seasonal and permanent water features: streams, drainages, pools, etc.
- Water access rights

Update regularly to keep information current.



The diagram illustrates a vineyard site plan. At the top, a dashed line indicates the 'Property boundary'. Below it, a 'Fictional Road' runs horizontally. On the left side, a 'driveway' leads to a 'Residence'. Below the residence are 'Trees' represented by four circles, and a 'shed' is located to their right. The main area is divided into two vineyard blocks: 'Block 1 - Merlot 3 Hectares' and 'Block 2 - Chardonnay 3 Hectares', each shown as a series of parallel lines. A 'Hedges' area is located between the two blocks. In the bottom right corner, there is an area labeled 'Unused headland'. The bottom edge of the plan is labeled 'Westward Road'.

Site: \_\_\_\_\_

Location: \_\_\_\_\_

Completed by: \_\_\_\_\_ Date: \_\_\_\_\_

# VINEYARD SITE PLAN - TEMPLATE

<p><b>Base Map / Site Plan</b></p>	<p><b>Components to include:</b>                  Be as detailed as possible and include the following components:</p> <ul style="list-style-type: none"> <li>• Property boundaries</li> <li>• Total hectares of property</li> <li>• Total hectares of vineyards</li> <li>• Degree of slope</li> <li>• Physical features: roadways, driveways, buildings, equipment storage areas, fences, etc.</li> <li>• Vineyards</li> <li>• Other crops, including fruit trees and vegetable gardens</li> <li>• Landscaping (e.g. flower gardens, lawns)</li> <li>• Contours</li> <li>• Seasonal and permanent water features: streams, drainages, pools, etc.</li> <li>• Water access rights</li> </ul> <p>Update regularly to keep information current.</p>
<p>Site: _____</p>	<p>Location: _____</p>
<p>Completed by: _____</p>	<p>Date: _____</p>

# CHAPTER 2 ECOSYSTEM MANAGEMENT

## ECOSYSTEM MANAGEMENT MAP

To create your **ecosystem management map**, you will be adding habitat features to your **site plan**. Using your map and coloured pencils, divide your property into the eight categories listed below:

1. roads, driveways, buildings, equipment storage areas, lawns, greenhouses, and gardens,
2. cultivated areas (including vineyards),
3. treed or wooded areas,
4. native grasslands,
5. rock bluffs, cliffs, mountainous areas (rugged terrain),
6. wetlands and other water features, permanent and seasonal (streams, rivers, lakes, floodplains, seasonal pools, ditches, swales),
7. riparian areas, and
8. linear habitats (windbreaks, hedgerows, buffers, uncultivated fence lines, ravines, gullies, and other corridors of native vegetation).

**Note:** Fallow land should be mapped in the category which reflects its anticipated future use. Also indicate on your map any areas of weed infestation.

Include the following ecosystem types on your map (see Guidebook for more information):

- riparian areas,
- wetlands and other aquatic habitats,
- trees and woodlands,
- grasslands (shrub-steppes), and
- rugged terrain.

Identify wildlife (including sensitive species) that you have observed on your property. Mark a dot on the location where they were observed. If you have not observed the species but know that there is potential the species may use your property, list the species on the back of the map.

# CHAPTER 3 VITICULTURAL MANAGEMENT

## ELEMENTS OF A SUCCESSFUL BUSINESS PLAN

### Title Page

- Contact information including name of vineyard and name, address, and phone number of owner(s)

### Executive Summary

- Purpose of the plan
- Description of overall business concept including mission statement and company history
- Product(s) and/or service(s)
- Marketing and sales strategies
- Market analysis and description
- Organization and personnel
- Financial data

### Table of Contents

- List of main sections, tables, figures, and appendices and corresponding page numbers

### Purpose of Business

- What you want to accomplish (i.e. the ultimate purpose for starting the business )
- Mission statement
- Goals and objectives
- Description of business, including type of legal entity

### Description of Product(s) and/or Services(s)

- Definition and benefits
- Ability to meet demands
- Competitive advantages
- Description of current position in life cycle
- Copyrights, patents and trade secrets
- Existing legal agreements
- Research and development activities

### Market Analysis and Strategy

- Market research – industry description
- Distinguishing characteristics and key attributes of primary and secondary target markets
- Barriers to entry into the market
- Identification of key competitors and their strengths and weaknesses
- Regulatory environment
- Financial standards

- Marketing objectives and strategies
- Sales and distribution

### Organization, Management and Staffing

- Organizational structure including management personnel, key employees, board, advisory committee, professional services, consultants
- Background and experience level of those who will run the business
- Management skills and professional services that are available in-house and that need to be hired or contracted
- Management compensation and incentives available

### Milestones and Timelines

- Critical dates in the development and operation of the business
- Short-term and long-term plans to reach goals (e.g. planting schedules, openings, release dates)
- Barriers or risks and potential solutions

### Financial Information

- Start-up and operating expenses
- Generated and required cash flow
- Funds required and their uses
- Financial statements
- Methods of financial reporting

### Operations and Implementation

- Description of facilities, production, inventory control, quality control, capacity, productivity, labour, processes, equipment, supply and distribution, order fulfillment and customer service, research and development, financial control, and contingency planning
- Technology plan
- Operational issues essential to nature and success of your company, provide a distinct competitive edge and/or overcome frequent problems in a business such as yours

### Appendices or Exhibits

- Resumes of key managers
- Professional references
- Market studies
- Significant contracts

## VINEYARD SITE SUITABILITY CHECKLIST

### What is the zoning of the site?

- Do local zoning bylaws limit farming?
- Do zoning bylaws prevent urban encroachment?
- What are the environmental regulations relating to site development?

### What are the environmental values of the site?

- Is the site natural unmodified habitat?
- Does the site have species at risk associated with the habitat?
- How would the site biodiversity be affected by vineyard development?
- Has an environmental survey of the site been conducted by a knowledgeable person? (e.g. environmental consultant, knowledgeable local conservancy group representative) to:
  - Document potential environmental risks and the presence of sensitive areas in the property.
  - Ensure that during development of the site, damage to existing habitat is minimized by following the practices outlined in the guidebook under Habitat for Wildlife and Beneficial Organisms sub-section.

### What are the water rights and water quality for the property?

- Are there available water and/or water rights? What is the water quality?
- For information on water quality testing see the Water Management chapter.

### What is the site history?

- Was it used for agricultural purposes?
- Is the site compatible with grape production?
- List past irrigation history and systems used.
- List past crop and or animal use and management practices.
- List past insecticide, fungicide, herbicide use and residual carryover potential for each material.
- Have any fumigants been used at the site?
- Was past land use uniform or variable across the site?
- Has the site been levelled, eroded or altered in any significant way?

### What is the neighbourhood like?

- Identify the land uses adjacent to the main property.
- Describe the general geography.

- What other crops are grown in the area? Is there potential for incompatibility issues from herbicides used in other crops, e.g. 2,4-D drift?
- Is there a winery nearby?
- Is the area susceptible to deer and elk predation? Will fences need to be erected to protect the vineyard?

### What is the proximity to roads, suppliers and wineries?

- Distance to urban centres, residential properties, schools
- Is there a local market for grapes?

### What utilities and infrastructure are already available?

- Roads
- Hydro, water, sewer

### What are the local and micro climates of the site?

- Have I collected historical weather and temperature data for the site?
- Have I installed a weather station and monitored it for at least a year prior to planting?
- What is the average length of the growing season?
- What is the average precipitation?
- What is the accumulation of heat throughout the growing season (degree days)?
- What were the temperatures for my site from previous cold winter events?
- Is there enough slope to provide good cold air drainage? Slope greater than five percent is preferred.
- What is the elevation of the site?
- Is the site in a windy location? Windy areas tend to have less frost but wind can reduce vine vigour and growth.
- Is the site near a large body of water or large rock formation to help temper climate in the immediate vicinity?

### What are the soil conditions like?

- Soil physical, chemical, and biological properties.
- See the Soil Management chapter for more information on identifying soil conditions.

### What varieties are suitable for my site and are they the varieties desired by wineries?

- See Chapter 3 of the Best Practices Guide.
- Obtain the services of an industry consultant.

# CHAPTER 4 SOIL AND NUTRITION MANAGEMENT

## NUTRIENT MANAGEMENT PLAN TEMPLATE

### Title Page

The title page identifies the vineyard name and all pertinent contact information for the vineyard.

### Table of Contents

The Table of Contents gives an outline of all the sections of the plan. It should be inserted immediately after the Title Page but prior to Tab 1.

### Tab 1: Field Parameters

- Information related to your soil classification
- Size of your property
- Soil site history, answers to questions on page 4-10 of the Guidebook
- This information can also be used in your Soil Conservation Plan

### Tab 2: Identifying Areas of Concern

- Site plan with areas of concern identified
- Accompanying written description
- Records of predominant wind direction, water table depth, vineyard irrigation system, and potential for leaching based on soil type and water table

### Tab 3: Petiole Sampling and Analysis

- Test results and analysis from lab

### Tab 4: Soil Sampling and Analysis

- Test results and analysis from lab

### Tab 5: Water Sampling and Analysis

- Test results and analysis from lab

### Tab 6: Cover Crops

- Species of cover crops that you are or will be using in your vineyard
- Reasons for use (e.g. managing nitrogen excess in soil, reducing erosion)

### Tab 7: Fertilizers

- Specific environmental considerations for fertilizer use on your property
- Type of fertilizer you are or will be using
- Reasons for use

### Tab 8: Rates and Timing of Fertilization

- Amount of fertilizer you will be applying

- Timing of that application (i.e. what time of year and how many times during the year)

### Tab 9: Methods of Nutrient Application

- Where the fertilizer will be applied (e.g. below dripper, row middles)
- What method will be used to apply the fertilizer
- Who will apply the fertilizer
- What equipment will be used
- Factors you will use to adjust the application date or method (e.g. slope, rainfall patterns, soil type) and how they will be changed based on those factors

### Tab 10: Review and Update

*To be completed periodically throughout the season and formally before starting your fertility program for the following year.*

- Actual application rates
- Actual application dates
- Actual material that was used
- Tonnage
- Outcome of application (i.e. enough, too much, too little for crop and quality goals)
- Events that caused deviation from the plan (e.g. weather, lack of labour, crop maturity)

You can start a new binder each year or add data from multiple years into the same binder. If the same binder is used for the second year, all new reports for year 2 should be inserted within the same tabs as in year 1 and placed immediately behind the year 1 reports.

For subsequent years, the same process should be repeated. A new binder should be started after the fifth year.

If using a new binder each year, the information in the binder should be inserted in the same order each year.

## SOIL MANAGEMENT MAP

Use the site plan you created in Chapter 1 to record areas and provide an accompanying written description. Refer to this new map as your soil management map.

For adjacent areas of concern identify the following attributes:

- type,
- why it is of concern,
- proximity to vineyard, and
- size and type of buffer present

To identify areas on your vineyard that may need extra attention consider the following:

- unproductive regions of the vineyard,
- overly vigorous regions of the vineyard,
- regions with poor water drainage,
- areas with very shallow top soil,
- areas that have variations in canopy colour, and
- areas where there is a variation in cover crop.

Also record the predominant wind direction, water table depth, vineyard irrigation system, and potential for leaching based on soil type and water table.

Make a map of your vineyard that separates varieties and indicates areas that are different from each other (e.g. slope, surface soil colour, drainage, soil texture). Add these characteristics to the soil management map.

# CHAPTER 5 WATER MANAGEMENT

## IRRIGATION MANAGEMENT MAP

To delineate irrigation management zones you can follow these steps, which consist of creating different layers of drawings (using tracing paper) and overlaying these on top of your site plan:

### Step 1:

- Make a copy of the site plan created in Chapter 1.

### Step 2:

- Make a copy of the soil management map created in Chapter 4 on tracing paper.
- Ensure the drawing identifies the dominant soil types and key soil properties that affect soil-water storage.
- Mark areas with similar irrigation requirements.

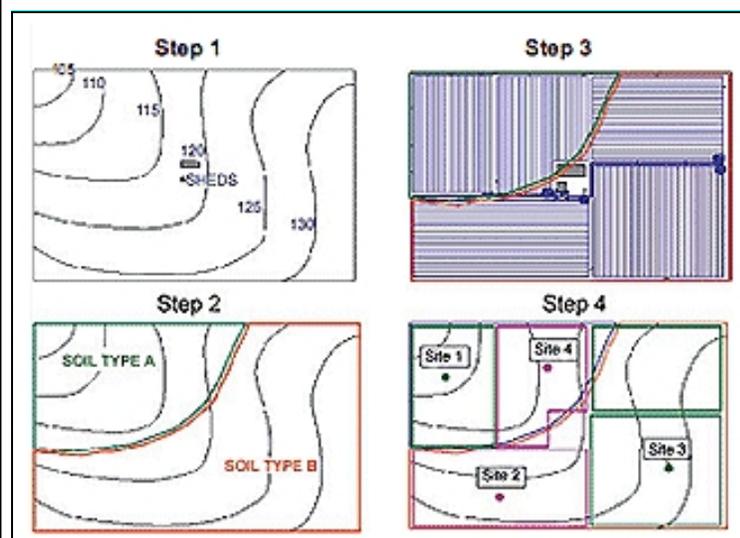
### Step 3:

- Draw your irrigation system plan on a new sheet of tracing paper, and overlay on top of the soil management map and site plan.
- Mark areas watered by each valve and in each irrigation shift.

### Step 4:

- Overlay a planting plan of grape varieties.
- Integrate this information to draw up irrigation-scheduling units.
- Delineate areas that have similar irrigation requirements according to soils, aspect, topographic location and vine type/cultivar.
- Some modification may be required to the irrigation system.

Refer to the resulting map (or maps) as your irrigation management map(s).



Steps in delineating irrigation management zones

# CHAPTER 6 PEST MANAGEMENT

## INTEGRATED PEST MANAGEMENT CHECKLIST

### **Avoid pest problems in the first place**

The first step is to identify and implement practices that will help you to prevent pests for establishing in your vineyard in the first place.

### **Identify and understand the pest**

The following actions should be completed regularly to identify and understand the pests that may occur in your vineyard:

- Identify pest damage - use the Best Practices Guide for Grapes for British Columbia Growers and other reference material as needed.
- Identify pests - use 10 to 20x hand lens or photograph and match against reference material.
- Identify beneficial organisms (natural enemies) - use hand lens or photograph and match against reference material.
- Research the life cycles, natural predators, and other relevant information of identified pests.

### **Monitor populations and damage**

The following monitoring methods should be conducted if a pest is found in your vineyard. Observations should be noted on an annotated map (use your [site plan](#)).

- Use sampling and detection methods to estimate the abundance and distribution.
- Examine for damage symptoms and determine if the damage is spreading.
- Examine for beneficial organisms (natural enemies) and determine if their populations are healthy.
- Estimate potential cost of damage.

### **Establish action thresholds**

Acceptable action thresholds for spraying should be set for each vineyard based on:

- past experience,
- vine vigour,
- numbers of beneficial insects present,
- potential damage to the crop,
- cost of control methods,
- value of production,
- impact on other organisms and the environment,
- what has already been applied, and
- potential impact on neighbours.

### **Choose appropriate control methods**

To prevent pests from reproducing to levels where they will cause problems, consider the following:

- Examine alternate control strategies.
- Evaluate effectiveness and risk of each strategy.
- Explore **biological** controls such as pheromone use, predator enhancement strategies, alternate food sources for beneficial insects.
- Explore **cultural** (physical) controls (including mechanical, behavioural and physical) such as pest-resistant crop varieties, weeding, encouraging natural competition, reducing the number of potential hiding places, canopy management strategies.
- Explore **chemical** controls (such as insecticides, fungicides) after other options have been explored.
- Record your mode of action.

### **Review and assess effectiveness**

Note: your Integrated Pest Management plan should include a section on wildlife management.

## INTEGRATED PEST MANAGEMENT RECORDS CHECKLIST

When identifying and monitoring pests and beneficial organisms, record the following:

- Date of monitoring sampling
- Location of sample
- Sample size (how widespread)
- Pest/disease identified
- Number found
- Block/variety
- Growth stage of vines (phenology)
- Crop yield and quality (and any other observations related to crop condition)

When applying control methods, record the following:

- Application date
- Block
- Vine growth stage
- Pest controlled
- Technique used
- Weather conditions
- Observations

If applying pesticides, also record the following information:

- Product used (trade name) and amount per tank
- Rate used per hectare
- Spray volume per hectare
- Pre-harvest interval
- Re-entry interval (as stated on label)

## STEPS FOR INTEGRATED WEED MANAGEMENT PLANNING

**Diagnose the problem (identify the weed and possible causes):**

- More often than not, weeds are a symptom of a problem, and this should be addressed first.
- Learn to identify weeds or contact your local Ministry of Agriculture and Food office to assist you. This will be crucial in selecting the right control strategy.

**Prepare a plan of attack (planning the control program):**

- Record relevant information (i.e. crops, cropping sequence and weeds that are present) on your site plan
- Learn about weed control strategies and write them on the map along with notes on timing of control operations.
- How will my control program impact the environment? If using herbicide, how persistent, and how toxic is it to fish and wildlife?
- Choose a control method based on effectiveness, cost and environmental considerations.

**Implement the program:**

- Strictly follow the timing outlined in your plan.
- If using herbicides, ensure accurate herbicide application to (1) avoid over-application, which could result in crop damage, environmental impacts and wasted money and (2) avoid under-application, which can lead to lower crop yields and waste money.

**Monitor success/failure:**

- Keep good records of actions taken and record the effectiveness. This will help in making improvements in the future.

# CHAPTER 7 SOCIAL SUSTAINABILITY

## EMPLOYEE ORIENTATION CHECKLIST

### Employee Handbook

- Provide Employee Handbook to the new employee and use it to guide orientation

### Overview of Company

- Organizational structure
- Mission and values
- Goals and objectives
- Products, priorities and strategies
- Sustainability philosophy and practices

### Overview of Position

- Job description review (provide copy to employee)
- Specific performance standards and expectations
- Probationary period and probationary review process (if applicable)

### Company Policies and Procedures

- Work procedures such as timekeeping, dress code, work schedule, time off, overtime, breaks
- Grievance and complaint system
- Discipline policies, including for specific issues such as tardiness, absenteeism, drug and alcohol use, violence, harassment
- Process for performance evaluations
- Benefits and eligibility requirements
- Transportation and travel policies
- Health and safety policies

### Health and Safety

Your health and safety training will vary depending on the job description. It may include the following:

- Availability and interpretation of Material Safety Data Sheets (MSDS)
- Hazardous materials handling
- Solid waste handling
- First aid
- Importance of personal hygiene
- Prevention of heat stress
- Equipment operational and confined space safety
- Fork lift
- Personal protective equipment
- Fall protection
- Respiratory protection
- Hearing loss protection

### Work Site Familiarization

- Tour of operations
- Introduction to immediate supervisor
- Introduction to other employees and others

### Employee Documentation

- Employee signing of required documents such as employment contract, handbook receipt

## COMMON EMPLOYEE HANDBOOK CONTENTS

- Welcome and Purpose
- Disclaimer (specify that handbook is not a contract of employment)
- Company Strategy and Values
- Sustainability Philosophy and Practices
- Employee Definitions (distinguish between full-time staff and contract employees)
- Communication and Grievance Policies
- Work Schedules and Compensation Policies
- Benefits and Time Off Policies
- Transportation and Travel Policies
- Performance Management and Discipline Policies
- Environmental Health and Safety Practices

Important legal considerations regarding employee handbooks include:

- Have your handbook reviewed by a lawyer to ensure your policies are clear and consistent and cannot be misconstrued
- Update your handbook as needed to reflect the actual practices of the company
- Implement handbook policies and procedures because if you do not implement them as outlined in the handbook, your company can be held legally liable
- Ensure that your handbook is regarded as a resource of policies and guidelines rather than a contract or employment
- Obtain written acknowledgement of Employee Handbook receipt and of any revisions or updates by having your employee sign a document.

Below is an example acknowledgement of receipt.

*I, \_\_\_\_\_, acknowledge that I have received a copy of the (Your Company Name) Employee Handbook dated: (date).*

*By my signature below, I acknowledge, understand, accept and agree to comply with the information contained in the Employee Handbook. I understand that this handbook is intended as a guide only, and is not intended to be a complete description of employer's policies and procedures. Furthermore, I understand that this handbook is neither a contract of employment nor a legally-binding agreement.*

*Employee signature: \_\_\_\_\_*

*Date: \_\_\_\_\_*

## STEPS IN THE SUCCESSION PLANNING PROCESS

### Step 1: Open the Lines of Communication

- Define personal, family (if applicable) and business objectives and goals
- Identify successor:
  - Does the next generation wish to be involved in the business?
  - If yes, the process moves forward within the framework of transitioning to the next generation.
  - If no, the discussions and decisions will focus on preserving family wealth and the transition out of farming.
  - Assess the compatibility of objectives and goals.
  - Work towards reaching consensus between the founder(s) and the successor(s) on major objectives and goals.
  - Consider hiring a trained outside facilitator to assist in these discussions.
- Identify a team of advisors to help you through the process.

### Step 2: Collect and Analyze Information

- Collect relevant technical information (particularly financial)
  - Compile and review documents such as the legal will, the power of attorney, property deeds, mortgage and loan information, tax returns, bank account information, financial statements, current financing arrangements, retirement savings position, business and legal agreements, current list of suppliers and service providers, production and performance records
  - Identify missing pieces
- Analyze financial viability and profitability of the business
  - Compare the financial performance of the vineyard to industry benchmarks

- Develop projected cash flow and income statements
- Review additional specific technical information
  - This includes details related to methods of transfer, financing options, tax and legal implications, business structure options, business agreements, and tenancy issues

### Step 3: Generate Options

- Address the various issues related to, but not limited to:
  - Ownership transfer options- purchase, rent, gifts, bequests
  - Financing options
  - Business organizations/structure (i.e. sole proprietorship, partnership, corporation)
  - Legal considerations (e.g. will, power of attorney)
  - Tax strategies and implications
- Generate numerous options that consider the information gathered in Step 2
- Investigate different “what if” scenarios and develop contingencies to address such things as disagreement, disaster, death, disability and divorce

### Step 4: Make Preliminary Decisions

- Start narrowing down your options and make preliminary decisions on the direction of the plan

### Step 5: Design, Develop and Review

- Write the succession plan
- As decisions are documented, your team of advisors should review the plan and provide detailed feedback, advice and comments

### Step 6: Implement and Monitor

- Provide copies of the plan to all those involved
- Follow the timetable laid out in the plan
- Monitor progress as the plan is implemented
- Modify the plan as needed

## COMPONENTS OF A WRITTEN SUCCESSION PLAN

### A. Business Overview

- Executive Summary of the overall plan
- Action points to implement the plan
- Description of current business, including relevant points such as:
  - Size and location of the operation
  - Products
  - Production amounts
  - Organizational structure
  - Type(s) of business arrangement(s)
- Include enough detail to set the stage for the rest of the plan, but not so much that it is overwhelming

### B. Description of Business and Personal Goals and Expectations

- Describes the business and personal goals and expectations of the founder(s) and the successor(s)
- The rest of the process and the resulting plan should flow from this section

### C. Retirement Plan

- Deals with two issues – financial and lifestyle
- Lifestyle includes how the founder(s) will be involved in the business, living arrangements, desired activities for the founder(s)
- Financial component includes where retirement money will come from, an explanation of any retirement-income strategies and how the money will be spent

### D. Training and Development Plan for Successor

- Outlines the necessary skills and knowledge required by the successor(s) to successfully operate a winery
- Includes a “skills profile” of the successor compared to the founder, a gap analysis and an action plan to address those gaps
- A “skills profile” breaks down common activities to operate a winery and the skills needed for each

- The action plan may include such things as additional training, responsibility sharing, job shadowing, etc.
- A performance review process is also outlined under this component; it helps identify both strengths and where improvements are needed
- In all cases a regular meeting should take place to review the successor’s progress. It should focus on what has worked, what has not, why, and what could be done differently. This should be a two-way discussion and a positive experience for both the founder and the successor — a chance to share and learn.

### E. Business Plan

- Describes how the winery business will meet the needs of both the founder and the successor
- Includes a financial analysis of the business – past, present and future – to determine if it is profitable and viable
- Describes the future direction of the business (e.g. maintaining the same scale, downsizing, expansion, diversification, etc.) and how this direction will affect the business

### F. Operating Plan

- Outlines how to manage everyday business activities
- Identifies the roles, responsibilities and authorities related to day-to-day operations and how decisions are made
- Outlines the plan for family business meetings to discuss the transfer process, including how they will function, who will be involved, who will be responsible for what, where the meetings will take place

### G. Management, Control and Labour Transfer Plan

- Related to the operating plan [F]
- Describes how the transfer of management, control and labour to the successor will take place

- Includes a timetable for transition (linked to implementation timetable[I])
- Also needs to be closely connected to the successor development plan [D]

#### **H. Ownership Transfer Plan**

- Outlines how the business is currently structured and how it will change during the transfer process, including a description of the business arrangement that will be used (e.g. sole proprietorship, partnership, corporation)
- Link to business overview [A]
- Explains how the transfer of asset ownership will be handled, including a description of the transfer mechanism (e.g. purchase, gift, bequest, combination)
- Also may include:
  - an explanation of the financing required, the various sources available and the preferred financing option(s)
  - an inventory and valuation of assets and liabilities
  - an explanation of the tax implications of the proposed transfer process along with a description of how these items will be addressed
  - an outline of the insurance requirements related to life, disability, disaster and related insurance tools and a description of the legal agreements (e.g. employment contracts, partnership agreements, shareholder agreements, buy-sell agreements). Copies of these could be attached as appendices for reference purposes.
  - A copy (or copies) of the legal will(s) and any prenuptial agreements could also be attached for reference.

#### **I. Implementation Timetable**

- Provides a timetable to complete key activities that are prioritized with deadlines

#### **J. Communications Plan**

- A description of how those involved communicate about transition and succession planning (link to operating plan [F])
  - Rules of meetings and discussions
  - Schedule for regular meetings
  - Outline of who will participate in the meetings
  - Meeting locations and meals
  - Meeting responsibilities and decision making processes (e.g. who will set up the meeting and agenda, chair meetings, take minutes)
  - an outline of the ground rules for the discussion (e.g. everyone has a turn to talk, not interrupting, no blaming, stay focussed on the agenda item).
- A discussion of how disputes are managed and resolved (e.g. voting, third-party mediation)

#### **K. Contingency Plan**

- Outlines what will happen and who will ensure the implementation of contingency measures in such situations as illness, death, disability, divorce, disagreement, disaster, business downturn or failure
- Includes reference to the insurance requirements and selected mechanisms (link to ownership transfer plan [H])