

PROPRIETARY FRAMEWORK

THE OWNERSHIP STEWARDSHIP FRAMEWORK™

Property Rights, Governance, Confidence, and the Long-Term
Preservation of Real Estate Wealth

A disciplined diagnostic system for examining control, liquidity, continuity and coordinated decision-making around significant real estate.

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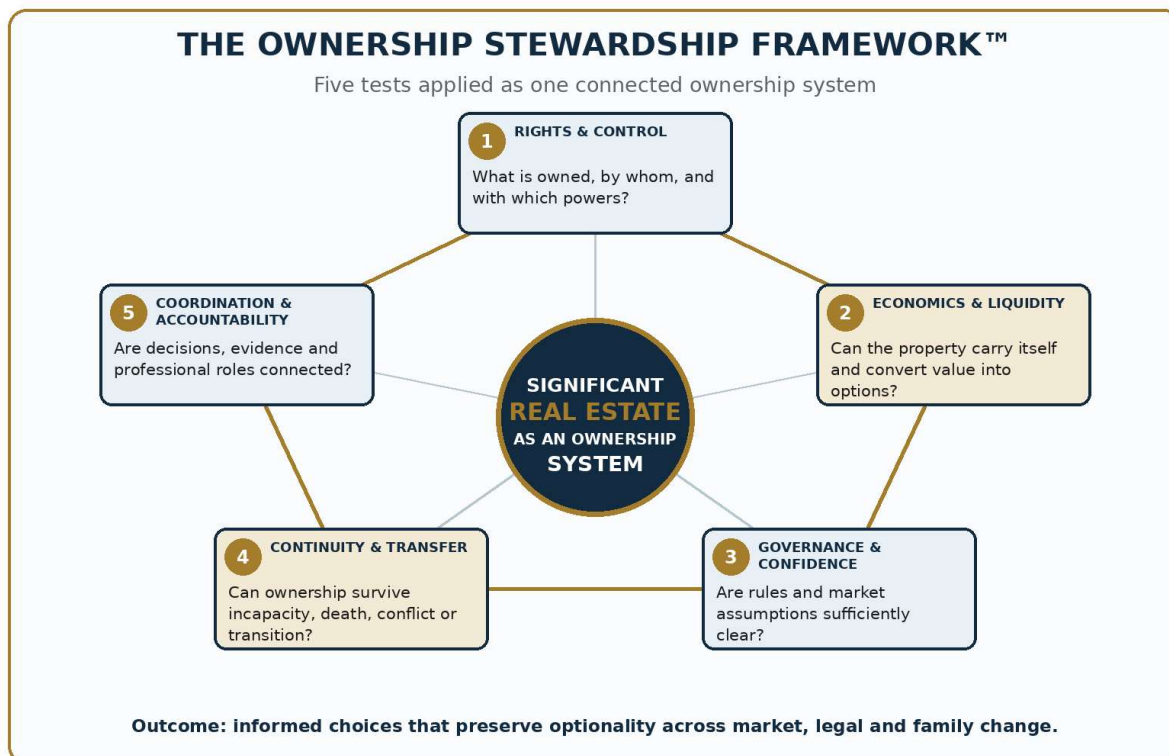
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*The Merrick Spitters Reset Report™ | Proprietary Framework Series
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Framework at a Glance

Formal definition: The Ownership Stewardship Framework™ is a five-test diagnostic system for determining whether a significant real estate holding remains understandable, governable, financeable, transferable and coordinated across changing market, legal and family conditions.

The framework treats a property as one component of a larger ownership system. It examines the legal rights attached to the asset, the economics that sustain it, the governance environment that supports confidence, the continuity arrangements that carry it across generations, and the people accountable for decisions. The purpose is not to forecast a property price. It is to make the assumptions and dependencies surrounding ownership visible before they narrow a family's choices.



Test	Governing question	Primary outcome
1. Rights & Control	What is owned, by whom and with which decision rights?	A verified ownership-and-authority record.
2. Economics & Liquidity	Can the property carry itself and produce usable options?	A realistic cash-flow, leverage and timing view.
3. Governance & Confidence	Are rules and market assumptions clear enough for long decisions?	A map of external dependencies and confidence risks.
4. Continuity & Transfer	Can ownership survive incapacity, conflict and transition?	A funded continuity path with clear authority.
5. Coordination & Accountability	Are evidence, decisions and professional roles connected?	An action record with owners and review triggers.

Intended outcome: Informed choices that preserve optionality. A completed review should show what is known, what is assumed, what could change, who is responsible and which issue must be addressed first.

Boundary: This framework is educational and diagnostic. It does not determine legal title, interpret Aboriginal or treaty rights, value property, predict markets, establish tax consequences, recommend a transaction or replace advice from qualified legal, tax, accounting, lending, insurance, investment or real-estate professionals.

Executive Overview

A Property Is an Asset. Ownership Is a System.

Real estate is visible. The systems that make it ownable are not. A parcel can be described, appraised and photographed, yet its long-term usefulness depends on a network of rights, obligations and institutions: title, financing, taxation, insurance, land-use rules, access, operating economics, market liquidity, family governance and transfer arrangements. When those elements work together, ownership can create stability and choice. When they drift apart, a valuable property can become difficult to finance, manage, sell or transfer.

The distinction matters because families often measure real-estate wealth at one point in time while planning obligations unfold across many years. Appraised value may not equal recoverable equity. Gross rent may not equal distributable cash flow. Mortgage paydown may improve a balance sheet while reducing liquidity. A property can remain physically intact even as leverage, carrying costs, approvals, buyer depth or family disagreement erode the choices surrounding it.

The framework therefore asks a different question from “What is the property worth?” It asks: “How resilient is the ownership system around this property, and what must remain true for the asset to serve the family’s intended purpose?”

Why Ownership Stewardship Exists

Ownership concerns enforceable rights and interests. Stewardship concerns the disciplined preservation, management and transfer of the choices created by those rights. Stewardship does not weaken ownership; it makes ownership operational. It requires owners to understand both the asset and the environment in which the asset must function.

- A homeowner may depend on sale proceeds to fund retirement but have no tested plan for a slow market or delayed closing.
- A farm family may hold productive land for generations while transfer taxes, sibling expectations, operating control and land-use restrictions remain unresolved.
- A business owner may hold the operating company’s premises personally, inside another corporation or with family members, creating different financing, tax and continuity consequences.
- An investor may report substantial equity while refinancing risk, deferred maintenance, tenant concentration and weak buyer depth reduce accessible wealth.

These are not isolated technical issues. They are system issues. The Ownership Stewardship Framework™ gives owners and their professional teams one common diagnostic language for seeing the connections.

Purpose and Boundaries

When to Use the Framework

The framework is designed for significant real estate: property whose value, income, collateral function, operating use or family meaning is material to a household, family enterprise, farm, trust or business. It is most useful before a decision becomes urgent.

- Acquisition, sale, refinancing or major capital improvement.
- Retirement, incapacity, death, divorce or a change in family participation.
- Transfer of a farm, business property, rental portfolio or development interest.
- A material change in interest rates, insurance availability, taxation, regulation, approvals, buyer demand or local market liquidity.
- A shift in the property's purpose—from residence to income asset, from operating asset to legacy asset, or from growth asset to source of liquidity.

What the Framework Does

- Creates one inventory of ownership facts, economic dependencies, governance exposures and continuity arrangements.
- Separates verified evidence from expectations, opinions and inherited assumptions.
- Shows where market evidence changes the timing or feasibility of a family decision.
- Assigns each unresolved issue to the appropriate decision-maker or professional discipline.
- Establishes review triggers so the ownership system is reconsidered when facts change.

What the Framework Does Not Do

The framework does not produce a score or certify that an asset is “safe.” A numeric score would require a published weighting methodology, evidence standard and interpretive limits. Instead, the framework produces a reasoned diagnostic record. It is also not a substitute for a title search, appraisal, environmental review, tax calculation, estate plan, lending commitment, insurance opinion or individualized financial recommendation.

Governing discipline: Every material conclusion should be classified as a verified fact, a professional opinion, a market observation or an owner assumption. The category matters because each requires a different response.

Framework Architecture

The five tests operate as a connected cycle. A weakness in one test can alter the others. For example, weaker market liquidity can affect refinancing options; financing pressure can force a transfer; an unprepared transfer can create tax and family-governance consequences; uncertain decision rights can delay every response. The framework is therefore applied to the ownership system as a whole, not as five independent checklists.

Component field	Required interpretation
Rights & Control	The legal and practical authority to use, encumber, improve, lease, sell, transfer or otherwise make decisions about the property.
Economics & Liquidity	The property's capacity to carry its obligations, withstand financing pressure and translate value into usable capital within the required time.
Governance & Confidence	The external rules, institutional processes and participant expectations that influence approvals, financing, investment and market behaviour.
Continuity & Transfer	The arrangements that preserve authority, funding and decision capacity through incapacity, death, conflict, retirement or generational transition.
Coordination & Accountability	The system for joining owner decisions, evidence and specialized professional work without blurring regulated responsibilities.

The Diagnostic Output

A complete review produces six practical records: an ownership map, an evidence register, an assumption register, an exposure-and-timing matrix, a responsibility map and a review schedule. These records can be brief. Their value comes from making the decision architecture visible and current.

Test 1 — Rights & Control

Definition: Rights & Control identifies who owns which interests, who can make which decisions, and what legal, contractual or practical limits apply to those powers.

Exposure Addressed

Owners commonly use “we own the property” as shorthand for arrangements that are much more complex. Legal title may be personal, corporate, trust-based, joint, partnership-based or divided among entities. Mortgages, guarantees, leases, easements, covenants, shareholder agreements, family-law claims, co-ownership terms and land-use rules may all alter practical control. The framework begins by replacing shorthand with a verified record.

Evidence Required

- Current title search and registered charges, interpreted by qualified counsel where required.
- Entity, trust, partnership, shareholder, co-ownership and beneficial-ownership documents.
- Mortgages, guarantees, leases, options, easements, covenants, insurance requirements and material permits.

- Decision authorities, signing powers, powers of attorney and incapacity provisions.

Diagnostic Questions

- Who holds legal title, beneficial interests, economic interests and decision authority?
- Which decisions can be made independently, and which require consent from a lender, co-owner, trustee, board, beneficiary, regulator or other party?
- Do the ownership documents match the family's current understanding and intended use?
- Could any guarantee, cross-collateralization, lease term, covenant or ownership dispute restrict a timely decision?

Implementation Implication and Boundary

The output is a verified ownership-and-authority record and a list of unresolved legal questions. The test does not determine the meaning or enforceability of a document and does not provide a legal opinion. Those conclusions belong to qualified counsel in the relevant jurisdiction.

Test 2 — Economics & Liquidity

Definition: Economics & Liquidity tests whether the property can meet its obligations and whether its reported value can become usable capital within the owner's required time and conditions.

Exposure Addressed

Real-estate wealth can appear substantial while remaining inaccessible. Appraisals are point-in-time estimates. Market value is not the same as net sale proceeds, borrowing capacity or available cash. Carrying costs, taxes, commissions, debt discharge, deferred maintenance, vacancy, capital expenditure and time-to-sale all influence what the asset can contribute to a family plan.

Evidence Required

- Current debt terms, renewal dates, covenants, guarantees, fixed-versus-floating exposure and refinancing assumptions.
- Property-level income and expenses, normalized maintenance and capital expenditure, vacancy and tenant concentration.
- Current market evidence: inventory, sales, absorption, days on market, price reductions, financing conditions and buyer depth.
- Estimated transaction costs, taxes and timing under more than one plausible sale or refinance scenario.

Diagnostic Questions

- Can the property carry itself without relying on optimistic rent, price or interest-rate assumptions?
- How much accessible equity remains after debt, taxes, costs and a realistic marketing period?

- What obligation becomes due first, and does the property produce liquidity before that date?
- Which assumptions must remain true for the intended retirement, succession or reinvestment plan to work?

Why Bill Coughlin's Market Research Matters

Bill Coughlin's long-running market work provides evidence for this test because liquidity is observed through behaviour. Properties either sell or remain available. Buyers participate or withdraw. Inventory builds or clears. Lenders extend credit or tighten terms. Development moves forward or pauses. These indicators can change before an appraisal or headline captures the shift.

The framework uses Bill's research as market evidence—not as proof of legal causation and not as a price forecast. His observations should be dated, sourced and read alongside official board statistics, financing information and property-specific evidence. The practical question is whether current market behaviour supports the owner's required timing and assumptions.

Implementation Implication and Boundary

The output is a property economics and liquidity record with base, constrained and delayed scenarios. It is not an appraisal, mortgage commitment, investment recommendation or prediction. Qualified valuation, lending, accounting, tax and real-estate advice may be required.

Test 3 — Governance & Confidence

Definition: Governance & Confidence identifies the external rules, approval processes and institutional expectations that influence whether owners, lenders, buyers and investors can make long-duration decisions with sufficient clarity.

Exposure Addressed

Real estate depends on governance. Registration systems, courts, statutes, zoning, permitting, taxation, environmental rules, agricultural land controls, infrastructure decisions and consultation processes shape how an asset may be used and transferred. Indigenous rights and title are constitutionally recognized in Canada, and legal and policy developments continue to evolve. These subjects require precision and qualified legal interpretation; they should not be reduced to political slogans or treated as automatic conclusions about a particular parcel.

Confidence is the behavioural expression of perceived clarity. It influences whether a buyer commits, a lender funds, a developer proceeds or an owner reinvests. A governance development can be material even before its final legal or economic effect is known if it changes timing, diligence, approval or financing requirements.

Evidence Required

- Applicable statutes, regulations, official guidance, permits, zoning and land-use designations.
- Property-specific legal advice on title, claims, consultation, approval or jurisdictional questions where relevant.

- Lender, insurer, buyer and developer requirements that reveal how institutions are responding in practice.
- Dated market indicators that show whether confidence is affecting transactions, financing or capital allocation.

Diagnostic Questions

- Which external rules or approvals are essential to the property's current use, financing or future plan?
- What has changed in law, policy, practice or institutional behaviour since the plan was adopted?
- Is the perceived uncertainty property-specific, sector-specific or market-wide?
- Which questions require legal advice, and which can be answered through market or operating evidence?

Legal-integrity rule: A court's refusal of leave to appeal does not, by itself, adopt the lower court's reasoning. Decisions involving different provinces, pleadings, parties or remedies should not be treated as interchangeable. The framework records the issue and directs it to counsel; it does not supply the legal conclusion.

Implementation Implication and Boundary

The output is a governance-dependency map and an evidence-based statement of what is known, unknown and under review. It is not a constitutional, title or policy opinion. The current status and relevance of legislation and cases must be confirmed by qualified counsel before a property decision is made.

Test 4 — Continuity & Transfer

Definition: Continuity & Transfer tests whether authority, funding and decision capacity can survive incapacity, death, retirement, conflict or a change in ownership without forcing a value-destructive outcome.

Exposure Addressed

A property can be economically sound yet fail as a family asset if no one can act, no one can fund the transition or the intended successors cannot agree. Real estate is indivisible, slow to transact and often emotionally significant. Those characteristics can intensify unequal inheritances, sibling conflict, tax pressure and operating disruption.

Evidence Required

- Wills, trusts, powers of attorney, representation documents, shareholder or partnership agreements and beneficiary designations.
- Tax-basis information, available elections or rollover assumptions, projected liabilities and professional tax analysis.

- Insurance, cash reserves, borrowing capacity or other funding intended to support tax, equalization, buyout or operating needs.
- Successor readiness, family decision rules, dispute mechanisms and a documented purpose for retaining or selling the asset.

Diagnostic Questions

- Who can act tomorrow if the current decision-maker cannot?
- Will ownership and operating control pass to the same people, and should they?
- How will taxes, debt, repairs, buyouts or equalization be funded without a forced sale?
- What happens if successors disagree about use, risk, income, reinvestment or sale timing?

Implementation Implication and Boundary

The output is a continuity path that identifies decision authority, funding, timing and unresolved family choices. It does not create an estate plan or establish tax results. Legal, tax, accounting, insurance and, where appropriate, family-governance advice is required.

Test 5 — Coordination & Accountability

Definition: Coordination & Accountability connects owner decisions, evidence and specialized professional work through named responsibilities, documented handoffs and scheduled review.

Exposure Addressed

Complex ownership problems rarely belong to one discipline. A refinancing can affect tax, guarantees, insurance and succession. A transfer can affect title, valuation, family equalization and business continuity. Risk grows when each professional answers a narrow question without seeing the ownership system, or when an owner assumes one professional has addressed work that belongs to another.

Evidence Required

- A current issue list showing the decision required, supporting evidence, accountable owner and responsible professional discipline.
- Written assumptions and unresolved dependencies shared across the professional team where appropriate and authorized.
- Decision dates, implementation handoffs and confirmation that executed documents match the intended plan.
- A review calendar tied to ownership, financing, market, legal and family triggers.

Diagnostic Questions

- Who owns the decision, who supplies evidence, who provides regulated advice and who implements?
- Do professionals have the same facts, asset values, ownership map and family objectives?

- Where could a recommendation in one discipline create an unexamined consequence in another?
- How will completion be documented and the system reviewed?

Implementation Implication and Boundary

The output is a responsibility map and action record. Coordination does not merge professional roles or create a multidisciplinary client relationship. Each professional remains responsible for work within that professional's licensing, engagement and regulatory obligations.

Ownership Stewardship Diagnostic Matrix

The matrix records repeated fields across all five tests. "Exposure" is not a prediction of loss; it identifies a dependency that could narrow options if the related assumption changes. "Timing consequence" identifies when the issue becomes decision-critical.

Diagnostic lens	Evidence	Exposure	Timing consequence	Coordination requirement
Rights & Control	Title, charges, entity and authority documents	Control is misunderstood, divided or consent-dependent	Decision delayed or unavailable when action is required	Counsel, owner, lender or governing body
Economics & Liquidity	Cash flow, debt, costs, marketability and buyer-depth data	Value cannot become usable capital on required terms	Renewal, sale, tax or retirement date arrives first	Valuation, lending, accounting, tax, real estate
Governance & Confidence	Law, policy, approvals and institutional behaviour	Rules or expectations alter use, diligence, capital or timing	Approval or market behaviour changes before plan adapts	Counsel, planning specialists, lender, market research
Continuity & Transfer	Estate, tax, funding and family-governance records	No authority, funding or consensus at transition	Incapacity, death, conflict or forced sale	Legal, tax, accounting, insurance, family governance
Coordination & Accountability	Issue list, roles, handoffs and review dates	Work is incomplete, inconsistent or assigned to the wrong role	Deadline passes or documents fail to reflect intent	Owner-led professional coordination

Evidence Classification

Classification	Meaning	Required treatment
Verified fact	Supported by a current document, official source or confirmed transaction data.	Record source and date; confirm material changes.
Professional opinion	Interpretation within a qualified professional's engagement and discipline.	Record author, scope, date, assumptions and limits.
Market observation	Behavioural evidence from listings, sales, financing or capital activity.	Use dated sources; distinguish correlation from causation.
Owner assumption	Belief or expectation not yet independently verified.	Test before relying on it for an irreversible decision.

Decision Sequence

The framework is applied in the following order. An owner may revisit earlier steps as new evidence appears, but no implementation decision should be treated as complete until its dependencies and accountable roles are visible.

1. Define the ownership objective. State what the property is expected to do: provide shelter, income, operating capacity, collateral, growth, legacy value or future liquidity.
2. Map the ownership system. Identify title, economic interests, control, debt, obligations, approvals, operating use and intended successors.
3. Apply the five tests using documented evidence. Record facts, professional opinions, market observations and owner assumptions separately.
4. Identify the governing exposure and timing constraint. Determine which dependency could narrow choices first—not which issue sounds most dramatic.
5. Develop plausible alternatives. Compare retain, refinance, improve, restructure, insure, transfer, partner and sell pathways without assuming one preferred outcome.
6. Assign regulated and implementation work. Map each question to the appropriate professional discipline and each decision to an accountable owner.
7. Confirm execution and review triggers. Verify that completed documents, financing and ownership records match the decision; schedule the next review.

Decision standard: A stewardship decision is ready for implementation when the purpose, evidence, assumptions, timing, authority, professional responsibilities and fallback path are documented well enough for the accountable owner to act knowingly.

Illustrative Application

Composite Family Real-Estate System

The following hypothetical example demonstrates the diagnostic sequence. It is not a recommendation and does not represent any actual family. A British Columbia family owns a principal residence, a rental property, farmland within the Agricultural Land Reserve and the premises used by its operating company. Most net worth is concentrated in those properties. The founders expect to retire within five years. One child works in the business and farm; another does not. A major mortgage renews in eighteen months, and the family expects property sales to fund both retirement and inheritance equalization.

Test	Finding	Implication
Rights & Control	Titles, corporate ownership and guarantees are spread across family members and entities; signing authority during incapacity is unclear.	Counsel must verify authority, guarantees and alignment with the intended plan before a transaction.
Economics & Liquidity	Appraised equity is high, but cash flow is thin after normalized repairs; market inventory is rising and the renewal date is fixed.	Model a delayed sale and refinancing constraints; do not assume equity is available on demand.
Governance & Confidence	ALR rules and municipal approvals affect future uses; the family is also concerned about broader property-rights discussion.	Separate parcel-specific legal and planning facts from market sentiment; obtain qualified advice and monitor buyer/lender behaviour.
Continuity & Transfer	The active child wants operating control; the other child expects equal value. Available liquidity may not fund tax and equalization.	Develop funded alternatives rather than relying on a forced property division or sale at transition.
Coordination & Accountability	The lawyer, accountant, lender and insurance advisor have different values and assumptions.	Create one approved fact base, issue list, decision calendar and professional handoff record.

Result of the Review

The framework does not tell the family to keep or sell. It reveals that the renewal date, operating cash flow, authority and equalization funding are more decision-critical than a single estimate of market value. The family can now compare alternatives while choices still exist: refinance earlier, reduce cross-collateralization, adjust the retirement timetable, fund equalization differently, clarify operating control, sell a non-core property or change the intended transfer. Each alternative must be evaluated by the appropriate professionals.

Implementation and Professional Coordination

Ownership stewardship is owner-led and professionally supported. The accountable owner defines objectives and makes decisions. Specialized professionals provide advice within their engagements. Market research contributes evidence but does not replace parcel-specific diligence or regulated advice.

Question	Primary professional discipline	Typical contribution
What is owned and what limits apply?	Real-estate, corporate, trust or estate counsel	Title, ownership documents, authority, contracts, rights and legal interpretation.
What is the property worth and how marketable is it?	Qualified appraiser and real-estate professional	Valuation, comparables, marketability, transaction process and property-specific conditions.
What are the cash-flow, reporting and tax consequences?	Accountant and tax counsel/advisor	Financial statements, basis, tax analysis, elections, compliance and scenario consequences.
What financing is available and under which conditions?	Lender or qualified mortgage professional	Credit terms, covenants, renewal, guarantees, collateral and funding feasibility.
How are transition risks funded?	Qualified insurance and financial professionals	Insurance analysis, liquidity planning and regulated financial recommendations where engaged.
What is the market doing?	Bill Coughlin / Vancouver Market Reports and official market sources	Historical context, inventory, sales, pricing, financing, development, buyer behaviour and liquidity observations.
How will the family decide and resolve conflict?	Owner/family governance facilitator and counsel as required	Purpose, roles, decision rules, communication and dispute processes.

Role clarity: Peter J. Merrick, Adrian C. Spitters and Bill Coughlin are not represented by this publication as one regulated multidisciplinary advisory firm. Any professional engagement, recommendation, suitability obligation or legal responsibility arises only through the separately identified provider and engagement.

Review Triggers and Stewardship Calendar

An ownership system should be reviewed at least annually at a high level and whenever a material trigger occurs. A deeper coordinated review may be appropriate every three years or sooner when the asset, family or jurisdiction changes.

Trigger	Immediate question	Framework response
Ownership or family change	Has authority, beneficial interest or intended succession changed?	Reapply Rights & Control and Continuity & Transfer.
Financing event	Will renewal, covenant or guarantee terms narrow options?	Reapply Economics & Liquidity and Coordination & Accountability.
Market shift	Has inventory, buyer depth, pricing behaviour or time-to-sale changed materially?	Update market evidence and timing scenarios.
Legal or policy development	Does the change affect this parcel, approval, use or transaction?	Obtain qualified interpretation; update Governance & Confidence.
Operating change	Has income, vacancy, maintenance, insurance or capital expenditure changed?	Update property economics and resilience scenarios.
Incapacity, illness or death	Can someone act and fund the next decision now?	Activate continuity documents and coordinated professional response.

Relationship to Other Merrick Spitters Frameworks

The Ownership Stewardship Framework™ occupies a distinct layer within the Merrick Spitters intellectual-property architecture. It applies an ownership-system diagnostic specifically to significant real estate. It does not replace the broader Asset Security architecture or the specialized professional work that may follow.

Relationship	Position
Governing architecture	The Merrick Spitters Asset Security Framework™ organizes wealth around resilience, control, access, independence and continuity before return alone.
Upstream research	The Real Estate Wealth Illusion and related Reset Report research explain why headline property value can diverge from usable family wealth.
Adjacent framework	Owning Assets in Order of Asset Security™ compares structural dependencies across asset types; it does not provide the property-specific diagnostic defined here.
Adjacent framework	The Five Pillars of Asset Security™ coordinates major planning domains around one family plan; the Ownership Stewardship Framework™ applies a focused five-test lens to significant real estate.
Downstream implementation	Legal, tax, accounting, lending, insurance, investment, valuation, real-estate and family-governance work may follow based on the diagnostic findings.
No-overlap statement	This framework does not rank assets, score risk, create a financial plan or define a separate succession system. It identifies whether the ownership system around real estate is decision-ready and resilient enough for the owner's stated purpose.

Related Merrick Spitters Research

- Spitters, Adrian C., and Peter J. Merrick. “*The Ownership Stewardship Framework™*.” *The Merrick Spitters Reset Report™*, June 3, 2026. The live companion article introducing the ownership-system thesis.
- Spitters, Adrian C., and Peter J. Merrick. “*The Ownership Crisis Nobody Wants to Talk About.*” *The Merrick Spitters Reset Report™*, June 8, 2026. Connects governance, confidence, and British Columbia real-estate evidence, including Bill Coughlin’s research.
- Spitters, Adrian C., and Peter J. Merrick. “*Ownership, Confidence, and the Future of Property Rights.*” *The Merrick Spitters Reset Report™*, June 3, 2026. Examines confidence, evolving legal questions, and why dated market evidence matters.
- Spitters, Adrian C., and Peter J. Merrick. “*The Perfect Storm Forming Around British Columbia Real Estate.*” *The Merrick Spitters Reset Report™*, June 3, 2026. Reviews converging economic, financing, inventory, and confidence pressures.
- Spitters, Adrian C. “*What If the Buyers Don’t Come Back?.*” *The Merrick Spitters Reset Report™*, August 10, 2026. Uses Bill Coughlin’s long historical record to test a structural demand assumption.
- Merrick, Peter J., and Adrian C. Spitters. *The Real Estate Wealth Illusion™: A Capital-Redeployment Analysis Using a Confidential Burnaby Rental Condominium Case*. Research white paper. *The Merrick Spitters Reset Report™*, August 2026. Distinguishes visible property value from accessible, resilient family wealth.
- Merrick, Peter J., and Adrian C. Spitters. *Owning Assets in Order of Asset Security™: Why the Sequence in Which You Secure Wealth Matters More Than Most Investors Have Been Taught to Believe*. The Asset Security Reference Series. *The Merrick Spitters Reset Report™*, 2026. Places asset choice within a broader resilience and dependency framework.
- Merrick, Peter J., and Adrian C. Spitters. *The Five Pillars of Asset Security™: A Five-Pillar Framework Designed to Reduce Vulnerability, Preserve Opportunity, and Keep Wealth Working as One Coordinated Family Plan*. The Asset Security Reference Series. *The Merrick Spitters Reset Report™*, 2026. Coordinates distinct planning domains without replacing specialized professional advice.
- Merrick, Peter J., and Adrian C. Spitters. *It Starts With Gold™*. Abbotsford, BC: *The Merrick Spitters Reset Report™*, 2025. The complimentary digital edition of the book that develops the historical and Asset Security lens behind the Reset Report.
- Coughlin, Bill. *Vancouver Market Reports*. Accessed August 29, 2026. Provides market history and current evidence supporting the Economics & Liquidity test.

Research Note

This controlled release synthesizes the existing Ownership Stewardship research, the Merrick Spitters framework library, Reset Report real-estate articles and market observations attributed to Bill Coughlin. It also incorporates the production architecture of the Locked Framework Master

Version 2.0. The five tests defined here are intended to be stable across the Word paper, PDF, website, presentations and related articles. Future revisions should preserve the names, definitions and canonical diagram unless a controlled framework revision is formally approved. Version 1.2 converts the Related Merrick Spitters Research section to Chicago-style linked citations and directs framework and white-paper entries to their original PDF source documents; no controlled framework element has changed.

Legal, policy and market conditions change. Case summaries and legislative references are included to identify the type of governance evidence an owner may need to review; they are not offered as legal interpretations of any property. Readers should consult the official sources and qualified professionals for current, jurisdiction-specific advice.

Disclosure

This publication is provided by Peter J. Merrick and Adrian C. Spitters through The Merrick Spitters Reset Report™ for general educational and informational purposes. It reflects a research framework and the authors' opinions as of the publication date. It is not individualized financial, investment, legal, tax, accounting, insurance, lending, valuation or real-estate advice, and nothing in it constitutes an offer, solicitation or recommendation to buy, sell, finance, hold or transfer any security, investment or property.

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Peter J. Merrick is an international speaker, educator and estate-planning specialist with more than three decades of experience working with business owners, professionals and family enterprises across Canada and the United States. His work focuses on succession planning, long-term wealth preservation and helping families structure and transition wealth across generations. He is co-author of It Starts With Gold™ and publisher of The Merrick Spitters Reset Report™.

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Adrian C. Spitters is a Canadian private wealth advisor with nearly four decades of experience working with business owners, professionals, farmers, retirees and multi-generational families. Raised on a dairy farm in British Columbia's Fraser Valley, he focuses on Asset Security, wealth preservation and coordinating specialized professionals around one complete family plan. He is co-author of It Starts With Gold™ and publisher of The Merrick Spitters Reset Report™.

Bill Coughlin — Market Research Contributor

Bill Coughlin has tracked Greater Vancouver and Fraser Valley real-estate markets since 1982. Through Vancouver Market Reports, his work examines inventory, sales, pricing, financing conditions, development activity, buyer behaviour and liquidity across market cycles. This framework uses his research as dated market evidence within the Economics & Liquidity and Governance & Confidence tests. No proprietary chart or dataset is reproduced here. His research is not presented as legal, tax, financial or valuation advice.

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Controlled Framework Statement

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