

Project Plan for [Project Name]

Project Purpose

The purpose of this project is to build a **[Insert new or replacement]** Long Term Care Facility at the **[Insert Service Provider's Name]** as per the initiative of the Nova Scotia Department of Seniors and Long-Term Care, requirements set by the Long-Term Care Facility and Program Requirements, and utilizing the Facility Development Approval Process.

Project Overview

Objectives

The following objectives will guide the delivery of the project.

- To provide **[Insert Service Provider's Name]** and the residents it serves, with a **[Insert new or replacement]** facility capable of accommodating the Long-Term Care Facility's programs and services.
- To allow for user input into the project design and delivery process.
- To guarantee the design of the **[Insert new or replacement]** facility focuses on resident care and meets the operational and functional parameters outlined in the *Long-Term Care Facility Design Requirements* and *Long-Term Care Program Requirements* that are necessary to deliver quality health services.
- To ensure the delivery of a facility that results in satisfied staff, residents, and visitors.
- To guarantee the project is designed to maximize utility, productivity and cost-effectiveness.
- To deliver a project that is delivered on-time and within budget; and
- To conduct effective risk management planning and issue resolution.

Project Requirements

The project requirements have been established as part of the *Long-Term Care Facility Development Approval Process* (FDAP).

Project Integration Management

This project is linked to or dependent on **[Insert Service Provider's Name]** and Department of Seniors and Long-Term Care initiatives, policies and standards. These connections must be respected as part of project success and the continuation of other **[Insert Service Provider's Name]** and SLTC initiatives, policies and standards.

Scope Management

In Scope

[Define what is in scope for the project]

Out of Scope

[Define what is out of scope for the project]

Scope Monitoring

However well designed and reviewed, the project will encounter some form of change during design and construction. Adjustments may arise due to site conditions, operational requirements, change requests from user groups, shifts in policy, or technical changes.

The Service Provider will develop a procedure for vetting and processing change requests and will seek formal approval of all changes prior to proceeding, in alignment with the *FDAP Integrated Change Control Guideline*.

Approval of Changes

Changes to the project will require written approval as outlined in the *FDAP Integrated Change Control Guideline*. As a part of the *Integrated Project Management Package (IPMP)*, the Project Manager will submit the *Change Control Log* to the SLTC on a monthly basis.

[Insert specific roles and responsibilities of the Service Provider, Project Manager and Project Team members who will be involved in the Integrated Change Control process. Detail project-specific change control management protocols that meet the requirements of the Service Provider while also aligning with the *FDAP Integrated Change Control Guideline*.]

Project Schedule

The Project Schedule milestones (as presented in the *IPMP Monthly Status Report*) are listed below:

Milestone	Scheduled Date
G0. Project Initiation	
S1. PM Selection	
S2. Project Team Selection	
S3. Functional Program	
S4. Concept Design	
G4. Approval for Detailed Design	
S5. Schematic Design	
S6. Design Development	
G6. Approval for Procurement	
S7. Pre-Construction	
G7. Approval for Construction	
S8. Construction	
Mobilization	
Structure Start	
Weather Tight	
S9. Construction Update	
FF&E Procurement	
Substantial Performance	
S10. Commissioning - Pre-Occupancy	
S11. Licensing	
G11: Approval For Occupancy	
Occupancy Date	
S12. Post-Occupancy	
G12. Closeout	

Cost Management

Budget

The project budget is defined in the approved Project Charter and formally approved through the Gate approvals. The definitions related to the budget include the following:

- **Construction Budget** – The construction budget includes only those costs included in the contract documents issued for pricing by General Contractors. The Construction Budget does not include HST or contingencies. This will allow for direct comparison of construction estimates provided by the Quantity Surveyor (QS), the bid prices received and ultimately the Construction Budget.
- **Construction Contingency** – The construction contingency will be set prior to tender and will be utilized for issues that arise during construction and not for adding out of scope or work. The construction contingency will be based on the recommendation of the QS and the Project Management Team.
- **Project Budget** – The project budget includes all costs associated with the project including contingencies.
- **Project Contingency** – The project contingency will be set using risk evaluation techniques.

The Project Manager will develop the Project Budget and submit for review and consideration as part of FDAP Steps 3-6, with subsequent full approval at Gate 6. The Department of Seniors and Long-Term Care will vet the information and make approvals to the Service Provider as appropriate. Once the Development and Service Agreement are signed, the Project Manager will fix the budget and report variances against the approved budget.

No Cost Resource Allocation

Management and staff at the Service Provider and SLTC necessary to complete the scope of work will not be charged against the Project Budget.

Approval of Expenditures

The Project Service Provider has the authority to approve expenditures that are allocated in the Project Budget.

[Insert specific roles and responsibilities of the Service Provider, Project Manager and Project Team members who will be involved in the cost management and approvals processes. Detail project-specific cost management protocols that meet the requirements of the Service Provider while also aligning with the *FDAP Cost Management Guideline*.]

Budget Monitoring

The Service Provider will perform budget monitoring and reporting as outlined in the Facility Development Approval Process.

Project Reporting

The Service Provider will submit on a monthly basis the *Integrated Project Management Package*, which includes the *Monthly Status Report* and the summary of *Capital Budget and Expenditures*.

[Insert specific roles and responsibilities of the Service Provider, Project Manager and Project Team members who will be involved in the preparation of the *Integrated Project Management Package*.]

Project Communication Tools

Ensure effective communication tools are used by all project participants allowing for clear direction to be provided and received resulting in a common understanding of the objectives and direction.

[Insert specific roles and responsibilities of the Service Provider, Project Manager and Project Team members who will be involved in the project communications.]

Risk Management Plan

Per the *FDAP Risk Management Guideline*, risk management, consisting of planning, identification, analysis, response planning, monitoring and control, will be coordinated by the Project Manager throughout the life of the project. The continual management of risk will decrease the level of uncertainty and increase the likelihood of project success.

[Insert specific roles and responsibilities of the Service Provider, Project Manager and Project Team members who will be involved in the Risk Management process. Detail project-specific risk management protocols that meet the requirements of the Service Provider while also aligning with the *FDAP Risk Management Guideline*.]

Project Charter for [Project Name]

Purpose and Scope

This Project Charter establishes the roles, responsibilities, and commitments of the Project Sponsor, the Service Provider, and the Project Manager to ensure the successful delivery of **[Project Name]** in alignment with established mandates, Project Plan, SLTC standards, and project objectives.

Parties to the Charter

1. **Project Sponsor**
 2. **Service Provider**
 3. **Project Manager**
 4. **Prime Design Consultant and Project Team**
 5. **General Contractor**
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Roles and Responsibilities

Project Sponsor

The Project Sponsor is accountable for providing strategic oversight and ensuring the alignment of the project with SLTC goals. Responsibilities include the following:

- Initiates, supports, and provides strategic guidance for the facility development project, ensuring alignment with the Project Sponsor priorities.
- Acts as the funding partner for the Long-Term Care (LTC) facility, responsible for approving funding allocations for the project.
- Provides the Service Provider with the FDAP document, associated appendices, reference documents, and applicable policies.
- Provides oversight throughout the entire development process to ensure the facility adheres to SLTC Facility Design Requirements and SLTC Program Requirements. This may include assisting with the interpretation of building codes and healthcare standards applicable to LTC environments.
- Retains authority to approve or reject any proposed changes or departures from the intended facility outcomes. Any modifications require supporting rationale and materials from the Service Provider and are subject to the Project Sponsor's sole discretion.
- Reviews and approves Step and Gate submissions (see *FDAP Appendix A*) from the Service Provider, including design plans, construction documents, and commissioning plans, as outlined in the FDAP document.
- Receives and reviews monthly status reporting through the *Integrated Project Management Package (IPMP)* and its output, the *MSR* (see *FDAP Appendix B*).

Service Provider

The Service Provider holds ultimate responsibility for the success of the project and ensures that it meets agreed-upon outcomes. Responsibilities include the following:

- Responsible for all work related to developing and constructing the LTC facility, adhering to the FDAP, Development Agreement, and applicable laws and policies.
- Maintains control over the full project scope, emphasizing planning, risk management, and mitigation strategies. Risks to manage include but are not limited to scope creep, cost changes, schedule delays, contractor issues, and disputes.
- Ensures ongoing cost prediction and control, allocating knowledgeable project management resources for this task.
- Provides clear rationale to the Project Sponsor for any proposed change or departure from the intended outcome of a facility, with supporting materials as required by the Project Sponsor.
- In addition to Project Sponsor approval, acquires all necessary approvals and permits (e.g., municipal planning, Office of the Fire Marshal, Nova Scotia Department of Environment & Climate Change).
- Maintains regular communication with the Project Sponsor, providing updates on project progress, challenges encountered, and the status of the facility's readiness for occupancy.
- Develops and maintains the Project Plan, ensuring all elements adhere to the Project Sponsor requirements and priorities.
- Ensures that the facility design is functional, compliant with regulatory standards, and aligned with LTC healthcare requirements.
- Ensures the provision of timely, accurate, and complete documentation for each Step and Gate submission, and for each monthly submission of the *IPMP*.
- Provides oversight during the construction process, ensuring that the project adheres to the approved design, timelines, and budget, and complies with building codes and LTC health and safety standards.
- As the contract holder, ensures that contractors fulfill their project expectations and meet all project requirements.
- [Add specific roles and responsibilities within the Service Provider as appropriate (e.g. specific roles and responsibilities of the Service Provider Board versus Service Provider management).]

Project Manager

The Project Manager is responsible for day-to-day management and execution of the project, as detailed in their agreement with the Service Provider. Responsibilities include the following:

- Supports the Service Provider with project responsibilities as detailed in their contractual agreement, including possible delegation of some of the Service Provider's responsibilities listed above.
- Maintains effective project oversight to ensure cost control, schedule management, and risk mitigation.
- Ensures the appropriate allocation of knowledgeable and experienced resources toward project management tasks.
- Maintains day-to-day communication and coordination among partners, including the Project Sponsor, Service Provider, Contractor, and Designers.

- Maintains the *IPMP* (see *FDAP Appendix B*).
- Reviews, approves and obtains Service Provider endorsement of the *IPMP* output, the *MSR*.
- [Add specific roles and responsibilities for the Project Manager as appropriate that relate to obligations between the Project Manager and the Service Provider (e.g. specific contractual obligations between the Service Provider Board and the Project Manager).]

Prime Design Consultant and Project Team (Architects/ Engineers)

The Prime Design Consultant and their team is responsible for technical execution of the design of the project and play in important role in construction verification, as detailed in their agreement with the Service Provider and their defined relationship with the Project Manager. Responsibilities include the following:

- Responsible for designing the facility in compliance with current LTC best practices, with expertise in LTC facility design.
- Must be fully qualified and registered to practice in Nova Scotia.
- Delivers designs that align with the overall project objectives and ensures adherence to all regulatory requirements.
- Supports the Project Manager by supplying pertinent information for the maintenance and monthly submission of the *IPMP*.
- [Add specific roles and responsibilities for the Prime Design Consultant as appropriate that relate to obligations between them and other parties (e.g. specific contractual obligations / cross-obligations).]

General Contractor

The General Contractor is responsible for delivery of the construction works. Responsibilities include the following:

- Executes tasks associated with construction as per the guidelines and expectations set in the General Contract Agreement.
- Accountable for delivering quality work on schedule and within the budget.
- Supports the Project Manager by supplying pertinent information for the maintenance and monthly submission of the *IPMP*.
- [Add specific roles and responsibilities for the General Contractor as appropriate that relate to obligations between them and other parties (e.g. specific contractual obligations / cross-obligations).]

Governance and Decision-Making

Project governance and decision-making will follow the FDAP Guideline for *Project Governance*.

1. Authority and Escalation

- The Project Sponsor retains authority for final funding decisions and high-level strategic approvals as a part of the Step and Gate approval process.

- The Service Provider is responsible for approving operational decisions that affect the project's scope or deliverables.
- The Project Manager must escalate issues to the Service Provider or Project Sponsor as appropriate based on impact and urgency in line with the FDAP Guidelines for *Risk and Issue Management*, *Cost Management* and *Integrated Change Control*.
- [Detail specific authorities and escalations required between the Service Provider, Project Manager and Project Team.]

2. Decision-Making Process

- Decisions shall be documented and signed off by all relevant parties.
- In cases of disagreement, the Project Manager shall facilitate resolution discussions, escalating to the Service Provider or Project Sponsor as necessary.
- [Detail specific decision-making process activities required between the Service Provider, Project Manager and Project Team.]

Commitment to Collaboration

All parties commit to fostering a spirit of collaboration, transparency, and mutual accountability to ensure the success of **[Project Name]**. This Charter serves as the foundational agreement to guide interactions and decision-making throughout the project lifecycle.

Acknowledgment and Acceptance

By signing this Project Charter, the undersigned agree to uphold their respective responsibilities as outlined and to work collectively to achieve the project's objectives.

Project Sponsor

Name: _____

Title: _____

Signature: _____

Date: _____

Service Provider

Name: _____

Title: _____

Organization: _____

Signature: _____

Date: _____

Project Manager

Name: _____

Title: _____

Organization: _____

Signature: _____

Date: _____