



LONG-TERM CARE FACILITY DEVELOPMENT APPROVAL PROCESS

Nova Scotia Department of Seniors and Long-Term Care

Final

November 2025

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REVISION HISTORY

Ver.	Description	Approved By	Date
1.0	Governance strengthening – see below		30 September 2025
2.0	Final Version		20 November 2025

February 2022 - The Facility Development Approval Process (FDAP) is updated to include energy modeling during the design of facilities. Energy Modeling validates compliance to ‘Space and Design’ updates made in 2022 relating to energy and carbon emissions.

January 2025 - The Facility Development Approval Process (FDAP) January 2025 incorporates the learnings and guidance from recent facility developments, infrastructure upgrades, and best practices in Long-Term Care (LTC) to serve residents and staff. Summary of key changes include:

- More detailed and comprehensive structure, with additional steps and appendices, as seen in the table of contents.
- Expands on roles, responsibilities, and definitions, providing more context on project governance, project reporting, and step deliverables.
- Greater emphasis on updated energy models, including validations at critical construction milestones.
- Construction Phase emphasizes ongoing site inspections and tighter controls on reporting.
- Enhanced detail and accountability during both the construction and post-occupancy phases, focusing on energy modeling, FF&E, and operational readiness.

September 2025 – The Facility Development Approval Process (FDAP) September 2025 has been updated as part of our commitment to continuous improvement to align with the requirements of our partners in terms of governance, risk management and reporting.

The FDAP will now include a strengthened Gates process, clarified processes through new and updated templates, and new guidelines for Risk and Issue Management, Cost Management, Integrated Change Control, and Project Governance. Standardized documentation across projects will help Service Providers and Project Sponsor monitor risks and project health more effectively, including standard templates for a *Risk Register*, Project Change Request (PCR), *Change Control Log*, Step and Gate forms, among others.

November 2025 – The Facility Development Approval Process (FDAP) has been finalized.

Introduction

Long-Term Care (LTC) facilities are an important component of care for Nova Scotians, and every effort must be made to ensure that residents receive the best care possible in facilities licensed to operate in Nova Scotia.

The Department of Seniors and Long-Term Care (SLTC) plays a critical role as the Project Sponsor (SLTC) in the development of these facilities, and the Strategic Infrastructure Branch (Branch) more specifically as the monitoring entity. *The Facility Development Approval Process* (FDAP) document, which should be used in conjunction with the *Facility Design Requirements* document, is provided to Service Providers selected to engage with the Project Sponsor for the development of a new or replacement LTC facility.

This document provides our approach to project governance and oversight. It contains a consistent methodology for planning, designing, and commissioning new LTC facilities. It outlines the roles and responsibilities of the Project Sponsor, the Service Provider, and the broader project team including the Service Provider's Project Manager, Consultants, and General Contractor. It also outlines specific guidance in the areas of risk management and cost management (e.g., value engineering) which have been developed to ensure consistency across the program so that the Project Sponsor can gather and share relevant lessons learned from one project to the next.

This document is not intended to provide complete direction regarding these complex infrastructure projects. Service Providers are responsible for ensuring that the steps are followed, submissions are satisfied in a timely manner, and Gate approvals are secured to support the delivery of the LTC facility. As the funding and licensing partner, the Project Sponsor expects regular communication from the Service Provider for the duration of the project.

Efforts have been made to ensure all information in this document aligns with known, adopted, and enforceable Codes and Standards within the Province of Nova Scotia. However, should anything within this document contradict or contravene accepted technical Codes or Standards, the latter (provided they are legally binding) shall take precedence.

PART 1 – USING THIS DOCUMENT

DEFINITIONS

Commissioning: A systematic process of ensuring that a building’s system and components are designed, installed, tested, operated, and maintained according to the owner’s requirements and the project’s specifications.

Conceptual Design: A design phase in a project in which overarching goals, key requirements and primary concepts are defined.

Construction Budget: The sum of money established by the owner that is available for construction of the project.

Design Development: The design phase in a project where architects/engineers complete their detailed understanding of owner requirements and begin to describe it in terms of architectural, electrical, mechanical, and structural systems.

Development Agreement: Contract between the Project Sponsor and the Service Provider governing the facility’s development consistent with the Project Sponsor’s approved design and project budget, provincial policies, and applicable laws.

Energy Model: Modeling done by a qualified professional. The model is updated throughout the FDAP process to demonstrate the effect design decisions have on energy consumption and the cost of operating the facility.

FDAP: Facility Development Approval Process.

FF&E: Furniture, Fixtures, and Equipment.

Functional Program: A pre-design document describing the functional requirements of a building in enough detail to initiate conceptual design.

Gate: A ‘Gate’ is a project management approach used to ensure a structured process for planning, execution, and evaluation of projects. The methodology divides a project into a series of stages or steps, separated by decision points called ‘Gates’. At each Gate, the project's progress is reviewed against defined criteria, and a decision is made by a governance entity whether to proceed, revise, or terminate the project.

IPMP: The Integrated Project Management Package (IPMP) is a consolidated monthly submission that integrates the core project management deliverables and data inputs. The IPMP includes the following core components: (1) Monthly Status Report (MSR), (2) Capital

Budget and Expenditures, (3) Risk Register, and (4) Change Control Log. The integrated document minimizes data reprocessing for reporting by drawing on base project data collected within the IPMP. It also facilitates more efficient consolidation of program-level information for reporting within the Department of Seniors and Long-Term Care.

KPI: A Key Performance Indicator (KPI) is a measurable value that demonstrates how effectively an individual, team, organization, or system is achieving targeted objectives. KPIs are used to monitor progress, evaluate success, and make informed decisions to align with strategic goals.

LTC: Long-Term Care.

MSR: Monthly Status Report.

Total Capital Budget: The total sum of money established by the owner and approved by the Project Sponsor of Seniors and Long-Term Care as available for the entire project.

Schematic Design: A design phase in a project where architects/engineers prepare schematic diagrams giving a general view of components and the overall scale of the project.

Service Agreement: Contract between the Project Sponsor and the Service Provider governing the service and funding relationship for the operation of the facility and the LTC beds in accordance with applicable laws and the Project Sponsor policies.

SLTC: The Project Sponsor of Seniors and Long-Term Care; also referred to as the Project Sponsor.

Start-Up Occupancy Plan: A document that describes how the facility will operate within the design constraints associated with the Service Provider's facility.

Step: A 'Step' is one of the 12 units within the FDAP project lifecycle that have discrete activities and requirements as defined in this document.

Value Engineering: A systematic examination of potential cost-saving measures within the design and construction of an LTC facility.

PROJECT GOVERNANCE

This section outlines how we execute project governance. This includes a strong stage Gate process, clarity of roles and responsibilities and reporting requirements. To learn more about project governance, please refer to the *Project Governance Guideline*, linked in Part 3 of this document.

The Service Provider is responsible for all work associated with the development and construction of the LTC facility subject to this FDAP, the Development Agreement with the Project Sponsor, and applicable laws and policies.

The Service Provider is responsible for maintaining control over the full scope of the construction project, which requires planning to acknowledge risks, identifying ways to mitigate those risks, and implementing ongoing monitoring of mitigation strategies. Risks that the Service Provider could face and must manage include, but are not limited to:

1. Scope creep
2. Cost changes because of market conditions, unanticipated change orders and other factors
3. Schedule delays
4. Disputes and litigation by consultants, contractors or others
5. Contractor failures (non-performance or bankruptcy)
6. Delays in approvals
7. Project not approved or substantially delayed

The Project Sponsor will provide the Service Provider with the FDAP document and all associated appendices, reference documents, and applicable policies.

The Service Provider must provide a clear rationale to the Project Sponsor for any proposed change or departure from the intended outcome of a facility, with supporting materials as the Project Sponsor may require. Such changes or departure is entirely subject to the Project Sponsor's approval, in its sole discretion.

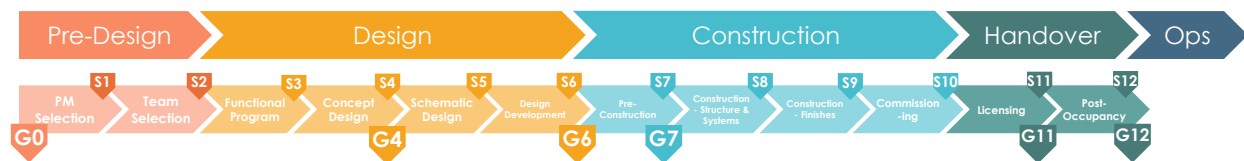
The facility design must be carried out by designers (i.e., architects/engineers) who are experienced in LTC facility design, are fully conversant in current LTC best practices and are registered to practice in Nova Scotia.

Project costs are defined as the costs that can be clearly associated with the implementation of the Project and are appropriate to be capitalized. Predicting and controlling project costs is fundamental to project management. Managing this risk is the responsibility of the Service Provider. Knowledgeable project management resources must be allocated towards this ongoing task.

In addition to the Project Sponsor’s approvals required hereunder and pursuant to the Development Agreement, the Service Provider must obtain all other required approvals (e.g., municipal planning, Office of the Fire Marshal, Nova Scotia Department of Environment & Climate Change) and all permits.

To ensure that the Project Sponsor maintains sufficient oversight and approvals throughout the lifecycle of an FDAP project, the process is structured around a series of Steps and Gates, as shown in Figure 1.

Figure 1. FDAP Project Lifecycle: Steps (S1-12) and Gates (G0-G12)



The process consists of 12 Steps, of which 6 include Gates. While all Steps are required and involve review and approvals from the Project Sponsor, the Steps that also contain a Gate have an additional level of approval and review due to the criticality of their elements. Requirements associated with each of these Steps and Gates can be found in Part 2 of this document.

For Step submissions, the Service Provider must provide Step submissions to the Project Sponsor with all required deliverables as defined in Part 2 of this document. Each Step submission must be accompanied by a completed *FDAP Step and Gate Forms Submission Checklist* (see Appendix A) as a PDF, signed by the Service Provider. The Project Sponsor will review the submission and add comments directly to the PDF. A written response will be provided to the Service Provider within 3 weeks. Note that the *timeline for the review of each step begins when a complete submission is made*. If the submission is incomplete, or non-compliant, it may be returned for correction, and the timeline will restart once the corrected submission is received. Required and requested documents are to be submitted electronically. All reports and submissions will be reviewed by the Project Sponsor and responded to, in writing.

For a project to proceed past one of the six Gates, it must:

- Ensure that a minimum level of quality control and quality assurance have been exercised.
- Demonstrate that the project management deliverable requirements are met.
- Confirm the project can move forward with correct assumptions on scope, cost, schedule, risk, etc.

The Service Provider must provide Gate submissions to the Project Sponsor with all required deliverables as defined in Part 2 of this document. Each Gate submission must include a completed *FDAP Step and Gate Forms Submission Checklist* (see Appendix A) as a PDF, filled out and signed by both the Service Provider and Project Manager. The Project Sponsor will review the Gate Form and relevant Step materials and hold a Gate Review Meeting with the Service Provider and Project Manager present, before giving final approval. During the Gate Review Meeting, the Service Provider and Project Manager are responsible for taking notes and capturing action items. After the meeting, the Service Provider or Project Manager must confirm with the Project Sponsor that the notes and actions were accurately captured. Once confirmed, the Project Sponsor will sign the document to complete the review. A response on Gate Approval from the Service Provider will be provided within 3 weeks of the Gate Review Meeting.

As noted previously, greater detail on the importance of project governance and the application of Steps and Gates to the project lifecycle can be found in the *Project Governance Guideline*, linked in Part 3 of this document.

Roles and Responsibilities

This section outlines the responsibilities assigned to each role throughout the project lifecycle. It serves as a high-level overview, while detailed responsibilities for each Step and Gate of the FDAP process can be found within the respective sections that follow in Part 2 of this document.

Project Sponsor (SLTC)

- 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 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 Appendix B).

Service Provider

- 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.

Project Manager – hired by the Service Provider

- 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 Appendix B).
- Reviews, approves and obtains Service Provider endorsement of the IPMP output, the MSR.

Prime Design Consultant and Project Team (Architects/ Engineers)

- 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 ensure adherence to all regulatory requirements.
- Supports the Project Manager by supplying pertinent information for the maintenance and monthly submission of the IPMP.

General Contractor

- 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.

1.3 PROJECT REPORTING

The Service Provider must keep the Project Sponsor informed on project progress through the following methods:

1. *Monthly Integrated Project Management Package (IPMP) submission*

The IPMP (see Appendix B) is intended to provide the Project Sponsor with a consolidated record of key project management deliverables including:

- Monthly Status Report
- Capital Budget and Expenditures
- Risk Register
- Change Control Log

The IPMP has specific guidance on data entry that allows population of many of the fields of the MSR to help ensure an efficient process both for the Service Provider and their Project Manager in preparing the data, and for the Project Sponsor to analyze the data.

The IPMP should be submitted on the 10th calendar day of the month (or preceding Friday if the 10th falls on a weekend). The submission of the IPMP will receive a response that it has been received, but may be followed by requests for clarifications, rectifications or resubmission as required. Note: Any delays or incomplete submissions may impact the timely processing and payment of mortgage draw submissions.

2. Scheduled Meetings

The Service Provider and the Project Sponsor, along with the project team, will hold regular scheduled meetings throughout the project. The frequency and format of these meetings will be determined based on the Step of the project. Meetings may be scheduled as regular status updates or arranged as needed to address specific issues or milestones that arise, with an appropriate calendar established between SLTC project contact, the Service Provider and its Project Manager.

PART 2: FDAP STEPS AND GATES

PRE-DESIGN PHASE

Gate 0: Project Initiation

0.1 Kick-off Meeting:

Gate 0, the project kick-off meeting, is foundational to the success of the project as it sets the groundwork for collaboration and mutual understanding between the Service Provider and SLTC as the Project Sponsor. It ensures that all partners are aligned on project objectives, clearly defined roles and responsibilities, and the FDAP.

By establishing these elements at the outset, the Gate 0 kick-off meeting minimizes potential miscommunication, ensures accountability and clarity, and fosters cooperation throughout the project's lifecycle.

Note: The Service Provider, including at minimum a representative from management and the Board, is required to participate in the Gate 0 meeting only, without prior submissions. For all subsequent Gates and Steps outlined in the FDAP, the Service Provider must provide deliverables for review and approval.

0.2 Pre-requisites:

- Kick-off meeting and documentation:
 - A documented summary of discussions from the kick-off meeting, including agreed-upon objectives, roles, and responsibilities using the *Meeting Minutes Template* (see Appendix C).
 - A detailed briefing, clarifying the various steps, partners, and required deliverables in the FDAP.
 - Introduction of the Project Sponsor-driven requirements for cost management, risk management and reporting.
 - Confirmation of attendance from all relevant parties, along with their acknowledgment of proposed objectives and the FDAP.
- Once complete, the project has been officially initiated with the Service Provider. At this time, the Service Provider can proceed to select a Project Manager (i.e. Step 1).

Step 1: Project Manager Selection

1.1 Rationale:

The implementation of a multi-million-dollar capital project is complex with risks requiring careful consideration, management, and leadership. This submission is to verify that a

qualified Project Manager is selected to manage the LTC facility project and to establish their scope and responsibilities to the project.

1.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 1)*
2. A recommended Project Manager for award that includes:
 - a. The selection process undertaken for Project Manager selection.
Note: A competitive selection process is preferred by the Project Sponsor. If an alternative process is chosen, ensure detailed rationale is provided in the submission. Project Sponsor may or may not accept alternate proposals based on the rationale provided.
 - b. Evidence of necessary qualifications as per the *Project Manager Qualifications and Scope of Work* (see Appendix D).
 - c. Evidence of best value for the project, including but not limited to:
 - i. Competitive pricing
 - ii. Expertise
 - iii. Performance/Quality
 - iv. Existing relationships or knowledge of LTC in Nova Scotia
 - d. References: Evidence that the Service Provider has obtained feedback from three references associated with the proponent's relevant projects.
3. Copy of the proposed contract with the recommended Project Manager that:
 - a. Clearly outlines an understanding and commitment to services per the *Project Manager Qualifications and Scope of Work* (see Appendix D).
 - b. Provides a fixed fee, monthly allotments and anticipated schedule (duration) of the contract.

1.3 Completion:

The Project Sponsor will provide a written response to the Service Provider within 3 weeks.

Approval of Step 1 must be received prior to engagement into a contract with a Project Manager. The executed Project Manager contract must be submitted to the Project Sponsor prior to a Step 2 submission.

At the completion of Step 1 the Service Provider is advised to begin the process of requesting interim financing to support the costs associated with project management and other project expenses.

1.4 Roles and Responsibilities:

Project Sponsor

- Review the Service Provider's *Step Forms* within the *FDAP Step and Gate Forms Submission Checklist* (see Appendix A).
- Provide written feedback to the Service Provider within 3 weeks of complete submission.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.

Service Provider

- Conduct and document the selection process for the Project Manager, with preference given to competitive selection approach.
- If applicable, provide rationale for any alternative selection methodology, ensuring rationale aligns with standards.
- Submit the following as part of Step 1:
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 1)*
 - Documentation of the recommended Project Manager
 - A copy of the proposed Project Manager contract
- Begin requesting interim financing to cover project management and ancillary project expenses upon Step 1 submission approval.
- Submit the executed contract after approval of Step 1 to the Project Sponsor before proceeding to Step 2.

Project Manager

- Execute the contract for Project Management services following Step 1 approval.
- Within one reporting period of Project Manager services contract award, begin monthly submission of the IPMP (see Appendix B) to the Project Sponsor.

Step 2: Project Team Selection and Preliminary Site Selection

2.1 Rationale:

The successful design, construction, and commissioning of an LTC facility requires the engagement of highly qualified professionals with proven expertise. It is mandatory for the Architect and the team of engineering consultants contracted be licensed to practice in Nova Scotia.

The Service Provider must contract an experienced firm capable of delivering Prime Design Consultant (PDC) services. This firm will oversee all aspects of the LTC facility's development, including functional programming, design, tendering, construction, and the warranty phase (one-year post-construction). To ensure the project is executed professionally, the PDC must assemble a multidisciplinary Project Team encompassing the following professionals:

- Architect
- Mechanical Engineer
- Electrical Engineer
- Civil Engineer
- Structural Engineer
- Landscape Architect

In addition to the core team, the Service Provider may engage specialist consultants as needed to achieve successful project outcomes. These specialists bring additional expertise to address specific project challenges and opportunities. Such consultants might include:

- Independent Energy Modeler
- Independent Quantity Surveyor
- Independent Land Consultant
- Independent Commissioning Agent as per the *Commissioning Agent Qualifications and Scope of Work* (see Appendix F)
- Independent Change Management Professional
- Independent Furniture, Fixtures, and Equipment (FF&E) Specialist
- Environmental and Indigenous Land Evaluations

The preliminary site selection process is an integral part of this step and should commence as early as possible. In cases where a detailed site evaluation is needed, the Service Provider may need to consider multiple potential sites within the designated area or community. If necessary, an independent consultant may be engaged to assist in site

evaluation. The final site confirmation, including deposit and closing arrangements, will be addressed in subsequent steps. Negotiation on final closing of land must be closely monitored and may not be supported until project funding is approved.

2.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 2)*
2. A recommended Project Team for award that includes:
 - a. The process undertaken for selection.
Note: A competitive selection process is preferred by the Project Sponsor. If an alternative process is chosen, ensure detailed rationale is provided in the submission.
 - b. Evidence of necessary qualifications as per the *Project Team Qualifications and Scope of Work* (see Appendix E).
 - c. Evidence of best value for the project, including but not limited to:
 - i. Competitive pricing
 - ii. Expertise
 - iii. Performance/Quality
 - iv. Existing relationship or knowledge of LTC in Nova Scotia
 - d. References: Evidence that the Service Provider has obtained feedback from three references associated with the proponent's relevant projects.
3. Copy of the proposed contract with the recommended PDC that:
 - a. Clearly defines services included, and an understanding and commitment to services per the *Project Team Qualifications and Scope of Work* (see Appendix E).
 - b. Provides a fixed fee and anticipated schedule (duration) of the contract.
 - c. Provides a schedule of values for the services provided at each phase of the project.
4. Copy(s) of the proposed contracts with the other consultants, as available.
5. Preliminary site selection summary, including:
 - a. A map of the community, identifying all the sites considered.
 - b. Site description, including size, physical characteristics (e.g., topography, configuration, approximate grades, exposure), aesthetics, adjacencies.
 - c. The current zoning.

2.3 Completion

The Project Sponsor will provide a written response to the Service Provider within 3 weeks.

Approval of Step 2 must be received prior to execution of a contract with the PDC. The executed contract must be submitted to the Project Sponsor after Step 2 approval and prior Step 3.

2.4 Roles and Responsibilities:

Project Sponsor

- Review the Service Provider's Step submission, including proposed contracts for consultants.
- Provide written feedback to the Service Provider within 3 weeks of complete submission.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.

Service Provider / Project Manager

- Conduct and document the selection process for the PDC, with the assistance of the Project Manager, with preference given to competitive selection approach.
- If applicable, provide rationale for any alternative selection methodology, ensuring rationale aligns with standards.
- Submit the following as part of Step 2:
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 2)*
 - Documentation of the recommended PDC and project team
 - A copy of the proposed PDC and project team contract
- Submit the executed contract after approval of Step 2 to Project Sponsor before proceeding to Step 3.

PDC & Project Team

- Execute the contract PDC services after the approval of Step 2.

DESIGN PHASE

Step 3: Functional Program

3.1 Rationale:

The Service Provider is to ensure that the facility is designed in accordance with the *Long-Term Care Facility Requirements* and the *Long-Term Care Program Requirements*. The operational and project planning must work in unison with the design and site selection process.

This submission is to ensure that the preliminary *Project Plan*, facility program and preferred site meet the necessary requirements and the expectations of the sponsor and partners.

3.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 3)*.
2. Preliminary *Project Plan and Charter*, as per the *Project Plan and Charter Template* (see Appendix G), including:
 - a. A Risk Evaluation and Response.
 - b. A Project Schedule illustrating milestones through occupancy and relationships between tasks (e.g., predecessors /dependencies). The schedule must allow time for submissions and review/response by the Project Sponsor.
 - c. Outline the proposed delivery method (e.g., design-bid-build, construction management,) and rationale. The Project Sponsor will consider alternate development methods and may or may not approve based on submissions clearly outlining rationale, benefits and risks.
Note: If Construction Management methodology is proposed, include timing and selection process for Construction Manager. A competitive selection process is preferred by the Project Sponsor.
3. Functional Program which includes planning assumptions that act as guiding principles for the design of the facility. The Functional Program is consistent with the *Philosophy of Care* (as outlined in the *Long-Term Care Program Requirements*) and the facility's operational policies or processes. The Functional Program includes:
 - a. A brief description of each room types with names and the number of people (residents, staff, visitors) in the room on average.
 - b. The functional relationships of key spaces within departments and/or services, as well as major space occupying equipment.
 - c. Specific design or environmental requirements.

- d. Identification of the building's major occupancy.
 - e. A Preliminary Space Table, as per the *Space Table* (see Appendix H).
 - f. A Mechanical & Electrical Narrative, creating a functional model to outline the scope and direct the design of mechanical and electrical systems, evaluate costs, and ensure compliance with the Project Sponsor's design guidelines.
4. Recommendation of the preferred site for the facility:
- a. Technical evaluation of prospective sites with requirements that are in accordance with the *Long-Term Care Facility Requirements (Section 1: Building Location and Layout)*.
 - b. Rationale for the selection of the preferred site. This could include location, accessibility (for emergency, service and passenger vehicles and pedestrians), physical characteristics, aesthetics, compatibility of adjacencies and environmental context.
 - c. Status of the property purchase and appraisal of the current market value carried out by an Accredited Appraiser Canadian Institute (AACI). Provide rationale for any difference between appraised value and intended purchase price.
 - d. Commentary on any outstanding risks associated with the site purchase and development.
5. Preliminary *Total Capital Budget*, as captured in the IPMP (see Appendix B).

3.3 Completion

The Project Sponsor will provide a written response to the Service Provider within 3 weeks.

3.4 Roles and Responsibilities:

Project Sponsor

- Review the Service Provider's Step submission.
- Provide written feedback and approval on the submission within 3 weeks to ensure readiness before engaging further contracts or progressing to the next project phase.
- Assess the current state of the project to determine if an additional Gate approval (Gate 3) is required for enhanced oversight.

Service Provider / Project Manager

- Submit the following as part of Step 3:
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 3)*.
 - *Preliminary Project Plan and Charter*, as per the *Project Plan & Charter Template* (see Appendix G).

- Functional Program that includes planning assumptions that act as guiding principles for the design of the facility.
- Site selection documentation with technical evaluations and rationale for the preferred site.
- Preliminary *Capital Budget* as captured in the IPMP (see Appendix B).
- Develop the *Project Plan and Charter* using the *Project Plan & Charter Template* (see Appendix G) and provide it to the Service Provider as part of the Step submission.

PDC & Project Team

- Collaborate with the Service Provider to create the Functional Program.
- Evaluate the compatibility of proposed sites based on physical characteristics and design-related attributes.
- Work with the Service Provider to ensure key design aspects, including functional space relationships, design requirements, and environmental considerations, are thoroughly documented.

Step 4: Concept Design

4.1 Rationale:

The Service Provider is to lead the development of the Conceptual design of the facility in accordance with the *Long-Term Care Facility Design Requirements*. This step presents the Project Sponsor with the preferred design and final site selection, along with an updated project budget based on a Class D construction estimate.

4.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 4).*
2. Conceptual Design:
 - a. Floor plans (min. 1:200 or 1/16" = 1'-0") with room type and net area indications
 - b. Building Elevations (Minimum scale 1:200 or 1/16" = 1'-0")
 - c. Building Section (Minimum scale 1:200 or 1/16" = 1'-0") with commentary on building envelope systems
 - d. Site development plan, which includes:
 - i. Utility services (sewer, water, power)
 - ii. Access road
 - iii. Service location

- iv. Service equipment
 - v. Parking lot (Accessible parking, staff and visitors)
 - vi. Walkways and pedestrian hard surface areas
 - vii. Fences
 - viii. Garden areas
 - ix. Landscaping (include type and extent)
 - e. Large scale plan (Minimum scale 1:50 or 1/4" = 1'-0") and colored perspective drawings of important spaces that display furniture and important equipment together with measurements and clearances, which includes:
 - i. Resident Bedroom (plan only)
 - ii. Resident Washroom/Bathroom (plan only)
 - iii. Bathing Suite (plan only)
 - iv. Resident Kitchenettes (plan & elevation)
 - v. Resident Dining Room Area (plan and elevation)
 - vi. Resident Living Room Area (plan and elevation)
 - f. Provide detailed mechanical and electrical systems narratives that clearly outline the design intent for HVAC, plumbing, power generation, and lighting systems.
 - vii. Demonstrate that HVAC systems meet the temperature, humidity, and ventilation requirements for resident rooms and occupied spaces as specified in the latest edition of Special Requirements for Heating, Ventilation, and Air-Conditioning (HVAC) Systems in Health Care Facilities.
 - viii. Provide block diagrams indicating the proposed locations for mechanical and electrical systems, including both indoor and outdoor units.
2. *Space Comparison Table* (see Appendix I).
 3. Mechanical System Energy Evaluation:
 - a. Comparative analysis of three mechanical system options for the facility. For each system option presented, teams must demonstrate consideration of:
 - i. Energy Costs
 - ii. Capital Costs
 - iii. Greenhouse Gas (GHG) Emissions
 - iv. Operations and maintenance implications
 4. Final evaluations of the preferred site:
 - a. Provide a final site plan or map of the preferred site for purchasing, which should include a test fit/landscape plan.
 - b. Provide a final rationale for the selection of the preferred site.

- c. Provide a final status update on the property purchase and the final price. Include the scope of site development and estimated price. Provide the total developed site cost (purchase price plus estimated development cost).
 - d. Provide commentary on any outstanding risks associated with site purchase and development.
 - e. Provide a Geotechnical Report and a Phase 1 Environmental Site Assessment.
- 5. Commissioning Agent engagement contract and Preliminary *Commissioning Plan* Submission, based on the latest edition of Commissioning of Health Care Facilities.
- 6. Construction Manager contract, if applicable.
 - a. Updated *Total Capital Budget* as captured in the IPMP and the Class D Construction Estimate

4.3 Completion:

The Project Sponsor will provide a written response to the Step submission within 3 weeks to the Service Provider.

The Project Sponsor will provide a written response to the Gate submission within 3 weeks to the Service Provider.

With the approval of Step 4 and Gate 4, the Project Sponsor may support the Service Provider to pay a deposit to secure the purchase of the final site. If available, a copy of the Sale and Purchase Agreement must be provided to the Project Sponsor.

4.4 Roles and Responsibilities:

Project Sponsor

- Review the Service Provider's Step and Gate submission.
- Provide written feedback and approval of the submission within 3 weeks prior to progressing to the next project phase.
- Ensure the Project Sponsor delivers a response to the complete Gate submission within the same 3-week timeline.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.
- Grant approval for Step 4 and Gate 4.

Service Provider / Project Manager

- Submit the following as part of Step 4:
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 4)*
 - Conceptual Design
 - *Space Comparison Table* (see Appendix I)

- Mechanical System Energy Evaluation
- Final evaluation of preferred site
- Commissioning Agent engagement contract and Preliminary *Commissioning Plan Submission*
- Updated *Total Capital Budget* as captured in the IPMP and the Class D Construction Estimate
- Verify Class D budget estimates.
- Coordinate all aspects of Conceptual Design documentation and ensure deliverables align with project timelines and standards.
- Ensure collaboration among multidisciplinary design teams (e.g., architect, mechanical engineers) for cohesive outputs.
- Monitor adherence to design and site selection requirements specified by the *Long-Term Care Facility Design Guide*.

PDC & Project Team

- Produce high-quality Conceptual Design deliverables.
- Prepare preliminary *Commissioning Plan Submission*, based on the latest edition of Commissioning of Health Care Facilities.
- Work in conjunction with the Project Manager and multidisciplinary teams to ensure alignment with energy evaluation, spatial requirements, and overall project goals.

Gate 4: Approval for Detailed Design

Gate 4 is intended to assess whether, after initial planning, Functional Program, Concept Design and final site selection, the project has a clear enough definition of scope to move into Detailed Design. Following Step 4, the project is at a critical juncture where site and early design decisions will set the direction for advancement of the design.

At Gate 4, the Service Provider must establish through their submission that the right core assumptions have been made, considering lessons learned from other projects, to minimize the risk of significant design re-work through the following Design Steps.

4.5 Pre-requisites:

- Completion and acceptance of all Step 4 deliverables.
- Completed *Appendix A: FDAP Step and Gate Forms Submission Checklist (Gate 4)*.
- Presentation of latest scope, cost, schedule and risk status.

Once approved after the Gate Review Meeting, the project can proceed to Schematic Design (i.e., Step 5).

Step 5: Schematic Design

5.1 Rationale:

The Service Provider is to lead the development of the Schematic Design of the facility in accordance with the *Long-Term Care Facility Design Requirements*.

This step presents the Project Sponsor with the preferred design, including the proposed mechanical and electrical system, preliminary list of FF&E along with an updated project budget based on a Class C construction estimate.

At this step, the Service Provider must also present the preliminary Start-Up and Occupancy plan, ensuring it considers and meets the needs of all system partners.

5.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 5)*.
2. Schematic Design, which includes:
 - a. Floor Plans (Minimum scale 1:200 or 1/16" = 1'-0") with room type, net area indication and adjacencies.
 - b. Building Elevations (Minimum scale 1:200 or 1/16" = 1'-0").
 - c. Building Section (Minimum scale 1:200 or 1/16" = 1'-0") with commentary on building envelope systems.
 - d. Schematic site plan indicating building location and orientation, access points and services. Provide a graphic description of the property, configuration and approximate grades.
3. *Space Comparison Table* (see Appendix I).
4. Proposed Mechanical and Electrical System, with rationale based on the results of the Mechanical System Energy Evaluation from Step 4. This includes:
 - a. Presenting the preferred mechanical and electrical systems in compliance with the Project Sponsor's facility design requirements.
 - b. Providing layouts for HVAC, electrical, and plumbing systems, including resident rooms, common spaces, and mechanical/electrical rooms.
 - c. Providing equipment schedules, fire protection layouts, updated room data sheets, and electrical single-line diagrams for power distribution.
5. Preliminary Start-up Occupancy Plan:
 - a. Provide a preliminary start-up occupancy plan. The plan must describe how the facility will operate on a regular basis as per the *Long-Term Care Program Requirements*. This includes preliminary operating procedures.
 - b. Provide a schedule for licensing inspections, operator and staff training, and move of residents and staff.

- c. Develop the preliminary start-up occupancy budget as per the Start-Up Funding Policy. Provide in the format of the *Capital Budget* as captured in the IPMP.
- 6. FF&E Report and Procurement Plan:
 - a. Preliminary summary list of FF&E as per the *FF&E Detail Report* (see Appendix J).
 - b. Estimated budget per major category of FF&E.
 - c. Identify existing FF&E which is to be salvaged and re-used in the new facility.
 - d. Provide a plan for the procurement of FF&E that is coordinated with the construction of the facility.
- 7. Updated *Total Capital Budget* as captured in the IPMP and Class C Construction Estimate.

5.3 Completion:

The Project Sponsor will provide a written response to the Service Provider within 3 weeks.

5.4 Roles and Responsibilities

Project Sponsor

- Review the Service Provider's Step submission.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.
- Provide written feedback and approval on the submission within 3 weeks prior to progressing to the next project Step.

Service Provider / Project Manager

- Submit the following as part of Step 5:
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 5)*
 - Schematic Design
 - *Space Comparison Table* (see Appendix I)
 - Proposed Mechanical and Electrical System
 - Preliminary Start-up Occupancy Plan
 - FF&E Report and Procurement Plan
 - Updated *Total Capital Budget* as captured in the IPMP and Class C Construction Estimate
- Monitor the development of Schematic Designs and ensure deliverables meet required standards.
- Verify Class C budget estimates.
- Facilitate collaboration among the Service Provider, Architect, and system partners.

- Ensure the preliminary start-up and occupancy plans address resident needs and licensing requirements.
- Track progress on Schematic Design completion and ensure timely submission of deliverables.

PDC & Project Team

- Produce detailed Schematic Design deliverables.
- Prepare equipment schedules, fire protection layouts, single-line electrical diagrams, and room data sheets. Ensure building envelope systems and adjacencies are optimized for LTC use.
- Coordinate FF&E planning and integration with construction schedules.
- Develop designs that support mechanical and electrical compliance as determined by Service Provider evaluations.

Step 6: Design Development

6.1 Rationale:

The Service Provider is to lead the Design Development of the facility in accordance with the *Long-Term Care Facility Requirements* and the *Long-Term Care Program Requirements*. This step ensures that the final design details and operational plans align with the Project Sponsor's requirement. By completing the Design Development and updating the project cost with a Class B Construction estimate, the Service Provider confirms that the project is on track and ready for the next Step.

6.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 6).*
2. Design Development Report:
 - a. Provide floor plans, sections, and details complete (min. 1:200 or 1/16=1'-0") with interior and exterior building materials and finishes, along with FF&E layouts, lighting and technology designs, and mechanical, electrical and plumbing systems.
 - b. Provide detailed electrical and HVAC layouts for each floor, including notes outlining the sequence of operations.
 - c. Provide riser diagrams for fire alarms, nurse call systems, emergency lighting, CCTV and access control systems.
 - d. Provide electrical load calculations, updated single-line diagrams with major components, and sprinkler layouts with fire department connections.
 - e. Provide specifications for mechanical and electrical equipment.

- f. Provide a site plan indicating the following: final building location and orientation, access points and services, building elevations including roof structures and foundations, and landscape design.
3. Initial *Energy Model Report Requirements* (see Appendix K):
 - a. *Energy Model Report Requirement* submission presents energy modelling results demonstrating how the project will meet the Project Sponsor's requirement of 25% better than the NECB. The submission is a consideration during budget approval.
 - b. Modelling for the baseline (reference) building and for the proposed building must adhere to the requirements of the NECB and/or the Efficiency Nova Scotia New Construction Program Guidelines.
4. Updated *Commissioning Plan (appendix F)*, highlight any changes made since Initial *Commissioning Plan* submission at Step 4.
 - a. Final Total *Capital Budgets* as captured in the IPMP, the unprotected *Operations Budget* (Utilities and Property tax calculations), as per the *Operations Budget Template* (see Appendix L) and Class B Construction Estimate

6.3 Completion:

The Project Sponsor will provide a written response to the Step submission within 3 weeks to the Service Provider.

The Project Sponsor will provide a written response to the Gate submission within 3 weeks to the Service Provider.

Following the approval of Step 6 and Gate 6 the Project Sponsor will seek Treasury and Policy Board approval for the project. An approved project is required to proceed with the signing of the Development and Service Agreements with the Project Sponsor.

Following the signing of Agreements, the Service Provider will begin the process of requesting construction financing.

6.4 Roles and Responsibilities:

Project Sponsor

- Review the Service Provider's Step and Gate submission.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.
- Provide written feedback and approval on the complete Step submission within 3 weeks prior to progressing to the next project phase.

- Ensure Project Sponsor delivers a response to the complete Gate submission within the same 3-week timeline.
- Grant approval for Step 6 and Gate 6.

Service Provider / Project Manager

- Submit the following as part of Step 6:
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 6)*
 - Design Development Report
 - *Initial Energy Model Report Requirements* (see Appendix K)
 - *Updated Commissioning Plan*
 - *Final Total Capital Budget* as captured in the IPMP, *Operating Budget Template* (see Appendix L) and Class B Construction Estimate
- Verify that the Class B Construction Estimate is accurately updated and aligns with the approved budget.
- Support the Service Provider in aligning capital and operating budgets with project objectives.
- Ensure quality and completeness of design development deliverables, including compliance with project requirements (e.g., NECB standards).
- Monitor progress and assist with resolving any identified design or budget discrepancies prior to submission.

PDC & Project Team

- Produce high-quality Detailed Design deliverables.
- Finalize building location, access points, orientations, and landscape designs. Include roof structures and foundation details in building elevations.
- Complete the *Initial Energy Model Report Requirements* (see Appendix K) in accordance with NECB standards and Efficiency Nova Scotia Guidelines.
- Collaborate with the Service Provider and Project Manager to ensure deliverables are complete and meet Project Sponsor expectations.

Gate 6: Approval for Procurement

Gate 6 is intended to scrutinize whether, after the detailed design, the project is scoped and specified in a way that reduces the risk of cost overruns through the tendering and construction of the project, and that it is therefore ready to tender.

6.5 Pre-requisites:

- Completion and acceptance of all Step 6 deliverables.
- Completed *Appendix A: FDAP Step and Gate Forms Submission Checklist (Gate 6)*.

- Presentation of latest scope, cost, schedule and risk status.

Once approved after the Gate Review Meeting, the project can proceed into Pre-Construction (e.g., Step 7).

CONSTRUCTION PHASE

Step 7: Pre-Construction

7.1 Rationale:

This step ensures that the design details and operational plans for the facility are finalized and meet the expectations of the Project Sponsor for compliance with the approved design and budget. This submission is to provide a project cost that has been updated based on a Class A construction estimate with tender-ready drawings and specifications. The submission must also verify the tendering process to be used to solicit qualified bids and provide best value for the Project.

7.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 7).*
2. Construction documents:
 - a. Copy of tender-ready drawings.
 - b. Letter of Confirmation stating that all construction documents and specifications are final and tender ready. The letter must be signed by the Service Provider, Project Manager, and Prime Designer.
 - c. Evidence of value engineering in the form of a *Value Engineering Report*, including the *VE Coversheet* (see Appendix O) if the Class A/B estimate indicates a pressure greater than 5% from the Approved Construction Budget.
 - d. Architect's Regulatory Agency/Authorities Report.
3. Confirm that construction documents have been submitted to the agencies:
 - a. Confirmation that feedback received will be integrated into the final design.
 - b. Submit responses/approvals received from regulatory agencies and authorities having jurisdiction as supporting documents.

Note: The Project Sponsor will accept confirmations of Authority Having Jurisdiction (AHJ) reviews under separate cover to avoid delays in submission review.

4. Final *Total Capital Budget* as captured in the IPMP and Class A/B Construction Estimate
5. Written commitment to the Project Sponsor that the Project Team will facilitate accountability processes throughout the construction phase, including but not limited to:
 - a. Project Sponsor will receive notification of site mobilization or change of activity on site.

- b. Project Sponsor will be provided with site access, including site or builder specific safety training.
- c. Project Sponsor will receive access to construction management software used, for the purposes of accessing meeting minutes, photos, drawings, and specifications.
- d. Project Sponsor will receive invitations to regular owners' meetings.
- e. Project Sponsor may participate in site meetings, inspections and commissioning meetings.
- f. Change order participation/consultation.

If General Contract (6 – 9):

- 6. Tendering Plan
- 7. Tendering Schedule
- 8. Proposed Construction Schedule
- 9. Provide proposed process for soliciting bids (including the tender(s) and any addenda)

Note: The Project Sponsor expects a competitive selection process. If an alternative process is used, a detailed rationale must be included in the submission.

If Construction Management (10):

- 10. Provide Work Package breakdown in an Excel format or equivalent including:
 - a. Name, Budget and Division No. for all work packages.
 - b. Summary of each Package's budget and forecast date of tender.
 - c. Summary of Construction Line-Item Totals.

7.3 Completion:

The Project Sponsor will provide a written response to the Step submission within 3 weeks to the Service Provider.

The Project Sponsor will provide a written response to the Gate submission within 3 weeks to the Service Provider.

The Project Sponsor approval of Step 7 and Gate 7 is required to proceed with tendering of the General Contract or Work Packages.

7.4 Roles and Responsibilities

Project Sponsor

- Review the Service Provider's Step and Gate submission.

- Provide written feedback and approval on the submission within 3 weeks prior to progressing to the next project Step.
- Ensure the Project Sponsor delivers a response to the complete Gate submission within the same 3-week timeline.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.
- Grant approval for Step 7 and Gate 7.

Service Provider / Project Manager

- Submit the following as part of Step 7:
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 7)*
 - Construction Budget
 - Architect's Regulatory Agency/Authorities Report
 - Final Total *Capital Budget* as captured in the IPMP and Class A Construction Estimate
 - Tendering Plan (if General Contract)
 - Work Package breakdown and written commitment to the Project Sponsor that the Project Team will facilitate accountability processes throughout the construction phase (if Construction Management)
- Verify that the Class A/B Construction Estimate is accurately updated and aligns with the approved budget.
- Confirm finalization and readiness of tender documents through a jointly signed letter with the Service Provider and PDC.
- Monitor adherence to construction timelines and budgets.
- Facilitate communication between the Project Team, Project Sponsor, and Project Sponsor to address site mobilization updates, meeting agendas, and change orders.
- Ensure consistent updates on construction management activities, including necessary approvals or modifications.
- Written commitment to the Project Sponsor that the Project Team will facilitate accountability processes throughout the construction phase.

PDC & Project Team

- Deliver the Architect's Regulatory Agency/Authorities Report.
- Confirm submission of construction documents to regulatory authorities and respond to any feedback received.
- Provide verification that required feedback has been integrated into the final design.

- Submit progress and approval reports from all agencies involved as part of deliverables.
- Deliver tender-ready drawings and specifications aligned with project expectations.
- Collaborate with the Project Manager and Service Provider to co-sign readiness confirmations.

Gate 7: Approval for Construction

Gate 7 is the Project Sponsor's baseline approval of the project. It is intended to scrutinize whether the procurement process was completed properly, and the terms of the tender are acceptable and within the bounds of approved project assumptions, and the project can move into construction.

7.5 Pre-requisites:

- Completion and acceptance of all Step 7 deliverables.
- *Appendix A: FDAP Step and Gate Forms Submission Checklist (Gate 7).*
- Presentation of latest scope, cost, schedule and risk status.
- Presentation on procurement process and recommended award.

Once approved after the Gate Review Meeting, the project can proceed into Construction (e.g., Step 8).

Step 8: Construction

8.1 Rationale:

This step ensures that the Service Provider has confirmed that the selected contractor(s) has met the tender requirements, and the contract award aligns with the approved project budget.

The appropriate accountability processes are in place to allow effective monitoring and communication throughout the construction phase of the project. The *Commissioning Plan* is updated to reflect the final design.

8.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 8).*
2. Value Engineering Report, including the *VE Coversheet* (see Appendix O) (if applicable – see *Cost Management Guideline*).
3. *Construction Master Schedule*.
4. Update *Commissioning Plan*:
 - a. Update *Commissioning Plan* from Step 6 based on final design.
 - b. Confirm the scheduling of a commissioning kick-off meeting.

If General Contract (5-6):

5. Recommendation for award of the General Contractor:
 - a. Summary of tendering process and results, including bidders and bids
 - b. Copy of the recommended proponent's submission
 - c. Details on any separate prices

- d. Subcontractor list, if available, highlighting trade contractors from the local community
 - e. Constructors' Schedule of values
 - f. Resumes of key contractor's staff
6. Copy of the proposed contract with the General Contractor

If Construction Management (7 – 9):

7. Recommendations for approval of all Work Packages must be submitted to the Project Sponsor and accompanied by the following information:
 - a. Name, Budget and Division No. for all work package and the recommended award price.
 - b. Summary of each Trade Package's budget and approved value's to-date and updated forecast date of remaining package(s).
 - c. Summary of impact on Construction Line items.
 - d. Total of any approved cost savings achieved on the package(s).
8. Tender Analysis for all recommended work packages as shared by the Construction Manager.
9. Recommended bidders' submission.

8.3 Completion:

The Project Sponsor will provide a written response to the Service Provider within 3 weeks.

For General Contract: The Project Sponsor's approval of Step 8 is required to award the General Contract. A copy of the executed contract is to be submitted to the Project Sponsor.

For Construction Management: All subsequent work packages will be approved by the Project Sponsor prior to award. A copy of the subsequent work package is to be submitted to the Project Sponsor.

8.4 Roles and Responsibilities

Project Sponsor

- Review the Service Provider's Step submission.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.
- Provide written feedback and approval on the complete Step submission within 3 weeks prior to progressing to the next project phase.

Service Provider / Project Manager

- Submit the following as part of Step 8:
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 8)*
 - Value Engineering Report (if applicable)
 - *Construction Master Schedule*
 - *Updated Commissioning Plan*

If General Contract:

- General Contractor Recommendation.
- Proposed contract for award to General Contractor.

If Construction Management:

- All work package recommendations for approval.
- Tender Analysis for all recommended work packages.
- Recommended bidders' submission.

All Contract Types:

- Execute the General Contractor RFP process and draft all required contracts for the Project Sponsor's approval.
- Develop and manage the *Construction Master Schedule* in alignment with project goals and timelines.
- Update the *Commissioning Plan* to reflect the final design and coordinate a commissioning kick-off meeting.
- Act as a liaison between partners, ensuring smooth communication and addressing changes or issues promptly.
- Ensure that all accountability processes, such as site access, notifications, reporting, and regular updates to partners, are in place during the construction phase.

PDC & Project Team

- Contribute to the design phase and ensure that updates in the *Commissioning Plan* align with the final design.
- Collaborate with the Service Provider and construction teams to ensure the design intent is upheld throughout construction.
- Participate in site inspections, commissioning meetings, and assessments of construction progress.
- Provide expert consultation on design-related queries and support the development of solutions if issues arise during construction.

Construction Contractor(s)

- Provide input to the Project Manager for Step deliverables.

Step 9: Construction Update

9.1 Rationale:

The Service Provider will guide the Project Sponsor's staff through the first constructed household of the facility, explaining its operations in detail. The Household Rough-In Site Visit provides an opportunity for early identification of issues that may impact the facility's function or program.

This collaborative step involves the Service Provider, Licensing and SLTC Infrastructure teams. The walkthrough focuses on the most complete household at the pre-drywall stage to confirm that the building is being constructed as planned, there have been no major change orders, and it meets the Project Sponsor's design requirements.

The Service Provider must also execute the FF&E procurement plan in accordance with construction timelines and budget, providing regular updates to the Project Sponsor.

9.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 9).*
2. Service Provider to schedule and host Household Rough-In Site Visit.
 - a. The site visit should be scheduled after the first household framing rough-in has been completed and before the installation of insulation or drywall has started.
 - b. During the visit, describe in detail how the rooms and spaces will be utilized by residents and staff.
 - c. Representatives from Licensing and STLC Infrastructure will be present during the inspection.
3. Updated *Energy Model Report*:
 - a. Update must reflect any design changes made since the Initial *Energy Model Report* submitted at Step 6 (e.g., post-tender or Value Engineering).
 - b. The *Energy Model Report Requirements* (see Appendix K).
4. *FF&E Detail Report and Budget*:
 - a. Update the itemized summary list of FF&E, as per the *FF&E Detail Report* (see Appendix J).
 - b. Provide updated budget that includes comparison to approved FF&E budget.
 - c. Provide update on the execution of the FF&E procurement plan.

9.3 Completion:

The Project Sponsor will provide a written response to the Service Provider within 3 weeks.

9.4 Roles and Responsibilities

Project Sponsor

- Review the Service Provider's Step submission.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.
- Provide written feedback and approval on the complete Step submission within 3 weeks prior to progressing to the next project phase.

Service Provider / Project Manager

- Submit the following as part of Step 9:
 - Schedule and host Household Rough-In Site Visit
 - Updated *Energy Model Report Requirement* (see Appendix K)
 - *Appendix J: FF&E Detail Report and Budget*
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 9)*
- Oversee and manage operational alignment with the Household Rough-In and other critical site visits by coordinating timelines and deliverables.
- Mediate between partners, ensuring effective communication of updates and addressing challenges in collaboration with the Service Provider.

PDC & Project Team

- Review the energy and design updates prepared by the Service Provider to ensure adherence to final design specifications.
- Offer expert design-related insights during the Household Rough-In Site Visit and address any design deviations raised during inspections.

Construction Contractor(s)

- Provide input to the Project Manager for Step deliverables.

Step 10: Commissioning – Pre-Occupancy

10.1 Rationale:

The Service Provider is responsible for executing the *Commissioning Plan* approved in Step 7: Pre-Construction. This Step 10 submission ensures the *Commissioning Plan* has been successfully implemented. The Project Sponsor will accept commissioning documents under separate cover to avoid delays in occupancy.

Note: Failure to properly execute the *Commissioning Plan* can result in issues with the facility's systems and operations.

10.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 10)*.
2. Commissioning pre-occupancy preliminary report prepared by an independent commissioning agent.
3. Letter of Confirmation stating that all facility commissioning was completed by an independent commissioning agent. The letter must be signed by Service Provider, Project Manager, and Prime Designer.
4. Submit Certificate of Substantial Performance (CSP).
5. Submit completed *Post-Construction Checklists* (see Appendix M):
 - a. Submitted at least 6 weeks prior to intended occupancy.
 - b. Must include all associated documentation.
 - c. Confirm that Licensing Preparation Visit has been scheduled.
6. As-Built Energy Model:
 - a. The update must reflect any design changes made since the Initial *Energy Model Report Requirements* submitted at Step 6 or confirm that no changes have been made to the design that would impact the Energy Model results.

10.3 Completion:

The Project Sponsor will provide a written response to the Service Provider within 3 weeks.

10.4 Roles and Responsibilities

Project Sponsor

- Review the Service Provider's Step submission.
- Provide written feedback and approval of the submission within 3 weeks prior to progressing to the next project phase.
- Assess the current state of the project to determine if additional Gate submissions are required for enhanced oversight.

Service Provider / Project Manager

- Submit the following as part of Step 10:
 - Independent Commissioning Pre-occupancy Report
 - Letter of Confirmation for Facility Commissioning Completion
 - Certificate of Substantial Performance
 - *Appendix M: Post-Construction Checklists*
 - As-Built Energy Model
- Ensure adherence to the *Commissioning Plan* and compliance with all deliverable requirements.
- Sign the letter of confirmation for completed facility commissioning, verifying work is done by an independent commissioning agent.

- Coordinate among partners (Project Sponsor, Service Provider, and Architect) to ensure smooth pre-occupancy processes and avoid delays.
- Oversee timely submittals and documentation to avoid occupancy setbacks.

PDC & Project Team

- Provide confirmation and signature on the letter of facility commissioning completion.
- Ensure the design aligns with the energy model and address any required changes during construction.
- Assist in verifying that building systems and operations conform to design specifications to support commissioning efforts.
- Collaborate with the Project Manager and Service Provider to resolve potential design-related issues in commissioning.

Construction Contractor(s)

- Provide input to the Project Manager for Step deliverables.

HANDOVER PHASE

Step 11: Licensing

11.1 Rationale:

The Service Provider must obtain all required training, drawings, certifications, inspections, reports, and permits for completion of the facility prior to the licensing inspection. This submission ensures the facility is ready for the licensing inspection.

11.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 11).*
2. Commission the pre-occupancy final report prepared by an independent commissioning agent.
3. Submit the updated *Post-Construction Checklists* (see Appendix M) and include all associated documentation including completion of licensing visit.
4. Licensing Inspection:
 - a. The Service Provider must work closely with the Project Sponsor to schedule licensing inspection at least 1 week prior to intended occupancy.
 - b. The Service Provider is expected to participate fully in the inspection and address all identified deficiencies prior to occupancy.
 - c. The submission of additional documents may be requested.

11.3 Completion:

The Project Sponsor will provide a written response to the Step submission within 3 weeks to the Service Provider. Following the approval of Step 11, the Project Sponsor will seek the Minister's approval of a 3-month License. The License is required prior to occupying the facility. Deviations from Steps above and/or non-compliance will result in a delay in the issuance of a new license.

11.4 Roles and Responsibilities

Project Sponsor

- Review the Service Provider's Step and Gate submission.
- Provide written feedback and approval on the complete Step submission within 3 weeks prior to progressing to the next project phase.

Service Provider / Project Manager

- Submit the following as part of Step 11:
 - *Appendix M: Post-Construction Checklists*
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 11)*
 - Proof of Licensing Inspection
- Post approval, seek the Minister's approval of a 3-month License.

- Oversee compliance with submission and inspection protocols to ensure the project meets licensing readiness criteria.
- Coordinate between the Service Provider and the Project Sponsor to ensure timely scheduling and completion of inspections.
- Monitor all deliverables related to *Post-Construction Checklists*, Stage Gate submissions, and other mandatory documentation to ensure accuracy and completeness.
- Supervise corrective actions on identified deficiencies during the licensing inspection.

PDC & Project Team

- Support the Service Provider in obtaining required drawings and certifications.
- Ensure alignment of facility design and construction with licensing regulations and inspection readiness criteria.
- Collaborate with the Project Manager and Service Provider to address deficiencies identified during the licensing inspection.
- Provide technical documentation or clarifications required to ensure compliance with architectural standards prior to the licensing process.

Construction Contractor(s)

- Provide input to the Project Manager for Step deliverables.

Gate 11: Approval for Occupancy

Gate 11 is intended to scrutinize whether construction and commissioning are acceptably complete, and licensing requirements have been met and can be accepted.

11.5 Pre-requisites:

- If the Step 10 submissions received a “Conditional Pass” response, ensure all conditions have been met.
- Completion and acceptance of all Step 11 deliverables.
- Completed *Appendix A: FDAP Step and Gate Forms Submission Checklist (Gate 11)*.
- Presentation of latest scope, cost, schedule and risk status.

Once approved after the Gate Review Meeting, the project can proceed into Post-Occupancy (e.g., Step 12) and seek the Minister’s approval of a 3-month license.

Step 12: Post-Occupancy

12.1 Rationale:

This step ensures that the facility achieves its operational and functional objectives, adapts to seasonal changes, and addresses any outstanding deficiencies and warranty concerns.

Post-Occupancy Evaluation (POE) validates facility performance, improves operations, engages partners, ensures compliance, and fosters knowledge sharing to inform future healthcare design. It ensures that all systems, components, and processes within the facility operate in accordance with the specified standards.

This step is crucial for verifying that the facility is equipped for long-term operation, meets safety and regulatory requirements, and is prepared for ongoing sustainability.

12.2 Deliverables:

1. *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 12).*
2. Quarterly Warranty Meetings:
 - a. Submit schedule of planned Warranty Meetings. The Project Sponsor expects to participate in these meetings.
 - b. Submit reports to the Project Sponsor when available.
3. Submit completed *Post-Construction Checklists* (see Appendix M):
 - a. Submitted within 12 months post substantial performance, when all required components are complete.
 - b. Must include all associated documentation.
5. Licensing post-occupancy inspection (3 months):
 - a. Approximately 3 months following occupancy a post-occupancy licensing inspection is conducted. This inspection is similar to an Annual licensing inspection and will ensure compliance with HSC Act & Regs and the *Long-Term Care Program Requirements*.
 - b. Following the inspection, a debrief will be held with the Administrator and a post-occupancy licensing report will be issued to the facility. Compliance is usually 30 days; however, dates may be adjusted based on risk.
6. Mortgage Draw Closeout:
 - a. The Service Provider must complete all necessary documentation to close out the mortgage draw process, confirming that financial obligations related to the facility have been met.
 - b. All remaining mortgage draws should be submitted within 3 months of occupancy, whenever possible. The Project Sponsor will provide 2 weeks' notice of the draw eligibility closing period.

7. Commissioning Final Report.

12.3 Completion:

The Project Sponsor will provide a written response to the Step submission within 3 weeks to the Service Provider.

Post-occupancy is a collaborative step that involves the Service Provider, Licensing and the Project Sponsor Infrastructure teams. The Project Sponsor will continue to support the Service Provider as needed following the completion of this final FDAP Step.

12.4 Roles and Responsibilities

Project Sponsor

- Review the Service Provider's Step and Gate submission.
- Provide written feedback and approval on the complete Step submission within 3 weeks prior to progressing to the next project phase.
- Grant approval for Step 12.
- Gather lessons learned from *Risk Register*.

Service Provider / Project Manager

- Submit the following as part of Step 12:
 - *Appendix M: Post-Construction Checklist*
 - *Appendix A: FDAP Step and Gate Forms Submission Checklist (Step 12)*
 - Quarterly Warranty Meetings Schedule and Supporting Documentation
 - Licensing Post-Occupancy Inspection
 - Proof of Mortgage Draw Closeout
 - Commissioning Final Report
- Coordinate efforts between the Project Sponsor, Service Provider, Licensing, and Infrastructure teams to ensure thorough and timely completion of all activities.
- Oversee the planning and execution of warranty meetings and post-occupancy evaluations.
- Monitor deliverables, ensuring the Service Provider adheres to schedules, compliance requirements, and financial documentation deadlines.
- Ensure knowledge sharing and engagement among partners for future design and operational improvements.
- Address any operational, functional, or safety concerns to facilitate ongoing sustainability.

PDC & Project Team

- Provide support during the Post-Occupancy Evaluation to assess facility design and operational performance.

- Address design issues or deficiencies identified during inspections or warranty meetings, ensuring compliance with prescribed standards.
- Collaborate with the Service Provider to adapt building systems to seasonal changes and verify long-term operational suitability.
- Contribute expertise to the Commissioning Final Report to validate that design objectives align with the facility's performance.
- Incorporate lessons learned into the design for future healthcare facilities.

Gate 12: Closeout

Gate 12 intends to confirm all deliverables have been appropriately closed out (e.g., contracts, deliverables, documentation, etc.) and all necessary responsibilities (e.g., warranty) have been handed over to the Service Provider. It is also intended to ensure that lessons learned have been appropriately captured by the Project Sponsor to share with other projects in the portfolio.

12.5 Pre-requisites:

- Completion and acceptance of all Step 12 deliverables.
- Completed *Appendix A: FDAP Step and Gate Forms Submission Checklist (Gate 12)*.
- Presentation of latest scope, cost, schedule and risk status:
 - The Gate Review Meeting has taken place, with minutes.

Once approved after the Gate Review Meeting, the project can be officially closed, and the project fully transitions into the operation phase under the control of the Service Provider.

OPERATIONS

After the Project Sponsor provides approval of Gate 12: Closeout to the Service Provider, the project fully transitions into the Operations phase. This phase focuses on sustaining, maintaining, and optimizing the facilities, systems, and outcomes delivered through the project to ensure long-term success.

What You Can Expect

Below is an overview of what to expect during this phase:

1. Facility Management and Operations:

- Daily operations are managed, including the maintenance of facilities and utilities to ensure the space remains functional and efficient.
- Operational protocols, such as energy usage and waste management, are carried out in alignment with sustainability goals or operational standards.

2. Performance Monitoring:

- Key performance indicators (KPIs) are tracked to analyze whether the facility continues to meet the objectives set during early planning stages.

3. User Feedback and Satisfaction:

- End-users or occupants are engaged through surveys, focus groups, or ongoing communication to assess satisfaction levels with the facility.
- Feedback is analyzed to identify opportunities for improvements, ensuring alignment with user needs or expectations.

4. Continuous Improvement:

- Incorporating user feedback, minor modifications may be made to enhance the functionality, comfort, or efficiency of the project.
- Lessons learned during Post Occupancy are documented to improve processes for future projects, especially impactful for organizations with continuous project pipelines.

5. Repairs and Lifecycle Planning:

- A structured plan for preventive maintenance and periodic inspections is implemented to address wear and tear, ensuring the facility operates effectively over their lifecycle.
- A capital asset replacement strategy is developed to prepare for long-term upgrades or replacements when components reach the end of their useful life.

6. Compliance and Reporting:

- Legal and regulatory compliance is maintained during this stage, ensuring the facility operates within guidelines related to safety, accessibility, sustainability, and other applicable standards.
- Regular reporting may be conducted for partners, showcasing operational efficiency, financial performance, and objectives met.

PART 3 – APPENDICES

FORMS AND TEMPLATES

APPENDIX A: FACILITY DEVELOPMENT APPROVAL PROCESS (FDAP) STEP AND GATE FORMS SUBMISSION CHECKLIST

APPENDIX B: INTEGRATED PROJECT MANGAEMENT PACKAGE(IPMP)

APPENDIX C: MEETING MINUTES TEMPLATE

APPENDIX D: PROJECT MANAGER QUALIFICATIONS AND SCOPE OF WORK

APPENDIX E: PROJECT TEAM QUALIFICATIONS AND SCOPE OF WORK

APPENDIX F: COMMISSIONING AGENT QUALIFICATIONS AND SCOPE OF WORK

APPENDIX G: PROJECT PLAN AND CHARTER TEMPLATE

APPENDIX H: SPACE TABLE

APPENDIX I: SPACE COMPARISON TABLE

APPENDIX J: FURNITURE, FIXTURES, AND EQUIPMENT (FF&E) DETAIL REPORT

APPENDIX K: ENERGY MODEL REPORT REQUIREMENTS

APPENDIX L: OPERATIONS BUDGET TEMPLATE

APPENDIX M: POST-CONSTRUCTION CHECKLISTS

APPENDIX N: MORTGAGE DRAW SUBMISSION TEMPLATE

APPENDIX O: VALUE ENGINEERING (VE) COVERSHEET

APPENDIX P: PROJECT CHANGE REQUEST (PCR)

REFERENCE REQUIREMENTS AND GUIDELINES

FACILITY DESIGN REQUIREMENTS

PROJECT GOVERNANCE GUIDELINE

INTEGRATED CHANGE CONTROL GUIDELINE

COST MANAGEMENT GUIDELINE

RISK AND ISSUE MANAGEMENT GUIDELINE