

# Project Selection Guideline

## Background

Regional emergency management planning in the Metro Vancouver region is led by the Integrated Partnership for Regional Emergency Management (IPREM). IPREM was established in April 2009 between the Metro Vancouver Regional District (on behalf of its member 21 municipalities, one Treaty First Nation and one electoral area) and the BC Government (led by Emergency Management BC) to provide sub-regional and emergency management planning that addresses regional emergency management gaps that extend beyond individual jurisdictions as outlined in the Memorandum of Understanding<sup>1</sup>.

In accordance with the IPREM Business Planning Cycle (approved on June 26, 2017), which operates in a fiscal year period from January 1 to December 31, IPREM is required to undertake a systematic process annually to identify projects that will achieve the goals outlined in IPREM's Strategic Plan. Projects that are proposed annually or on an ad-hoc basis must have strong linkages to local government emergency management program goals and objectives, Emergency Management BC's Strategic Plan, and must demonstrate value to the Metro Vancouver region. The IPREM Steering Committee, which is comprised of senior level decision makers equally represented by the local and provincial governments, ultimately has the final approval to ensure the projects undertaken by IPREM are appropriately resourced (staff effort and funds) and are within the role of IPREM as articulated in the Memorandum of Understanding.

## 2022 Updates and Amendments

Updates to the IPREM Project Selection Guideline provide further guidance and transparency on the types of projects proposed for IPREM to take on, including timelines, necessary approvals, champions and resources committed from other organizations. The IPREM Steering Committee, which is comprised of senior level decision makers equally representing local and provincial governments, ultimately has the final approval to ensure projects undertaken by IPREM are appropriately resourced (staff effort and funds) and are within the role of IPREM as articulated in the Memorandum of Understanding. The update does enable space for more flexibility of smaller-scale, short-term projects to be taken on by staff in between Steering Committee cycles with direction and approval from the Partnership Director (Director, Strategic Partnerships, EMCR), and for more clarity in the project scope at the proposal stage.

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<sup>1</sup> Integrated Partnership for Regional Emergency Management Memorandum of Understanding (2009)  
<http://www.iprem.ca/docs/Documents/IPREM%20MOU%20Apr%202009.pdf>

## Purpose

The purpose of the IPREM Project Selection Guideline (the “Guideline”) is to create a process for proposing and assessing projects based on a set of criteria, and to provide clarity on project scope before project work is underway. The Guideline assists IPREM in developing the Annual Business Plan and in addressing ad hoc project proposals that may be presented at any time during the year. It will be the responsibility of the Partnership Director and/or the Steering Committee to decide on how to address the ad hoc proposals within the approved Annual Business Plan.

Regional emergency management project proposals can be received:

1. Internally by IPREM (Policy Group, Steering Committee, Support Team), and
2. Externally by relevant partners, regional committees (e.g., Regional Emergency Planners Committee), provincial (e.g., Assistant Deputy Ministers’ Committee on Disaster Risk and Emergency Management) and other entities.

## Process

During the business planning process, there will be multiple opportunities for projects to be submitted.

The requestor will:

- Submit a one-page project proposal using the IPREM Project Proposal Template (Appendix 1), or
- Participate in the development of the project through engagement with the Support Team or participation on a Project Advisory Team (PAT).

The Support Team and the Partnership Director will:

- Support requestor to complete project proposal,
- Evaluate the proposed project concept during the pre-screening step,
- Develop Staff Reports with recommendations to the Steering Committee to review and approve,
- Adopt the Project Proposal Template into project management documents for transparency, and
- Provide regular updates on current status of approved projects from the Annual Business Plan.

The Steering Committee will:

- Evaluate Staff Reports and recommendations for project approval to be incorporated into the Annual Business Plan for the year, and

- Evaluate ad hoc project proposals (as appropriate) and to determine if they could be incorporated into the current approved Business Plan for the year.

Where indicated, timelines are to support the process and development of the IPREM Annual Business Plan. Timelines for ad hoc proposals will be decided by the Partnership Director in collaboration with IPREM staff.

## Regional Project Selection Guideline

### Step 1: Pre-screening

*Timeline: a) January to April for Business Planning, and b) Ad-hoc as opportunities arise*

The pre-screening process sets out the mandatory criteria to determine the proposed projects' alignment with IPREM's strategic direction. Regional projects to be considered for IPREM must:

1. Fit within IPREM's Memorandum of Understanding,
2. Align with goals from IPREM's Strategic Plan,
3. Include a subset of municipalities/electoral areas and provincial government (EMCR),
4. Demonstrate the actions needed to address regional emergency management gaps and needs, and
5. Have a clear deliverable (e.g., plan, process) with measurable benefits.

The Support Team and Partnership Director will evaluate the proposed project concept. Based on timing available, the Support Team may also coordinate an engagement session to obtain input from the region on the proposal.

### Step 2: Identification and Assessment

*Timeline: January to early April*

The assessment criteria (see next page) evaluate the relevance of the proposed project against IPREM's strategic goals and long-term operational plans. Well-scored projects will also have pre-established champions or leaders within the region to ensure the project's success and implementation.

Assessment Criteria				
Criteria	Low = 1	Moderate = 3	High = 5	Score
<b>Project History</b> <ul style="list-style-type: none"> <li>Has it been listed in previous IPREM Business Plans</li> <li>Has IPREM worked on this before?</li> </ul>	Yes, the project has encountered scope creep <b>OR</b> irrelevant due to an external project undertaken by another entity	No, a new project has been expressed high by local government and EMCR	Yes, it is the subsequent phase of the project <b>OR</b> yes, it is near completion	
<b>Strategic Integration</b> <ul style="list-style-type: none"> <li>Does the project align with an external (Non IPREM) regional project as a precursor or successor?</li> <li>Does it align with IPREM's strategic goals?</li> </ul>	No	Somewhat	Yes, with strategic plans (MVRD Board, EMCR), municipal emergency management program goals and objectives	
<b>Regional Leadership</b> <ul style="list-style-type: none"> <li>Is there an external (Non IPREM) project sponsor or champion identified to lead the effort?</li> </ul>	No <b>OR</b> unknown at this time	Yes, but only in principle	Yes, there is formal commitment	
<b>Inclusivity</b> <ul style="list-style-type: none"> <li>Does it consider sub-regional, regional, and relevant partners</li> </ul>	A subset of local government	Entire local government <b>OR</b> a subset and relevant partners	Entire local government <b>AND</b> relevant partners	
<b>Urgency</b> <ul style="list-style-type: none"> <li>Is there a high potential consequence or risk if IPREM does not prioritize this project?</li> </ul>	No <b>OR</b> unlikely as there are interims measures like plans and processes in place	Somewhat, current plans/processes in place are becoming irrelevant <b>OR</b> currently being addressed ad hoc at a local level	No, there are no plans or processes currently in place	
<b>Issue</b> <ul style="list-style-type: none"> <li>What is the gap or issue this problem is trying to solve?</li> </ul>	Unclear gap or issue identified	Gap identified, but exploratory work needed to further define	Clear gap and issue identified that IPREM is best suited to support	
<b>Total Score</b>				

### **Step 3: Initial Shortlist**

*Timeline: May to early June*

Following the above assessments, the results will be assessed against staff effort and budget to determine the appropriate projects to be undertaken. The initial shortlist will be decided by consensus of staff, Partnership Director and a combination of ex-officios and members (e.g., REPC representative) from the Steering Committee acting in an advisory capacity as needed.

### **Step 4: Review, Recommendation and Approval**

*Timeline: June (Quarter 2 Meeting)*

Staff Reports with recommendations will be presented to the Steering Committee to review and approve along with options for the Annual Business Plan. Evaluation of the Staff Reports will determine appropriate regional alignment with the current regional priorities and sustainment of resources (funding and staff effort).

### **Step 5: Implementation of Project Work**

*Timeline: Following Budget Meeting in late June to early December*

Upon approval by the Steering Committee at the Q2 meeting, the projects will be incorporated into the Annual Business Plan, Multi-Year Financial Plan, IPREM's Quarterly Work Plan, and project work plans will be developed. For projects on an ad hoc basis, a Revised Business Plan will be put forward at the next Steering Committee meeting.

### **Step 6: Reporting and Evaluation**

*Timelines: Quarterly on an annually basis*

Annual and interim overview on the progress or result for each project is communicated to the Steering Committee, working groups and external partners. The Steering Committee will regularly assess the achievements and activities to the partnership's long term strategic direction.



## Administration

<b>CATEGORY:</b>		<b>GUIDELINE:</b>
<input type="checkbox"/> Administrative	<input type="checkbox"/> Project	Regional Project Selection Guideline
<input type="checkbox"/> Governance	<input type="checkbox"/> Human Resource	
<input type="checkbox"/> Finance	<input type="checkbox"/> Other	
<b>TYPE:</b>	<b>APPROVED BY:</b>	<b>AUTHORITY:</b>
<input type="checkbox"/> Policy	<input type="checkbox"/> Policy Group	<input type="checkbox"/> Policy Group
<input type="checkbox"/> Procedure	<input checked="" type="checkbox"/> Steering Committee	<input type="checkbox"/> Steering Committee
<input checked="" type="checkbox"/> Guideline	<input type="checkbox"/> Director, Strategic Partnerships	<input type="checkbox"/> Director, Strategic Partnerships
<b>DATE ADOPTED:</b>	<b>DATE AMENDED:</b>	<b>DATE TO BE REVIEWED:</b>
July 11, 2018	August 22, 2022	Second Quarter 2023

# Appendix 1: IPREM Project Proposal Template

Submitted by: \_\_\_\_\_

<b>1. Draft Project Title</b>	<ul style="list-style-type: none"> <li>Remove blue template text in all boxes and replace with responses</li> </ul>		
<b>2. Project Purpose</b>	<ul style="list-style-type: none"> <li>Add issue identification, problem statement?</li> </ul>		
<b>3. Value to the region</b>	<ul style="list-style-type: none"> <li>Briefly describe the benefits, added value, and regional co-operation this project would bring for the Metro Vancouver region</li> </ul>		
<b>4. Timeline (select 1)</b>	<input type="checkbox"/> <b>Short</b> <ul style="list-style-type: none"> <li>a project that can be completed within approximately 6 months, that does not require large-scale engagement</li> </ul> <p>Is this project to be considered as an ad hoc proposal (current year) or for the next Annual Business Plan?</p> <input type="checkbox"/> Ad hoc <input type="checkbox"/> Upcoming Business Plan	<input type="checkbox"/> <b>Medium</b> <ul style="list-style-type: none"> <li>1-1.5 year project with one discrete phase</li> <li>will likely require a Project Advisory Team (PAT) or Working Group (WG)</li> </ul>	<input type="checkbox"/> <b>Long/Multi-year</b> <ul style="list-style-type: none"> <li>1+ year project with multiple project phases</li> <li>will likely require a PAT or WG</li> <li>may continue over multiple years to achieve various phases</li> </ul>
<b>5. Key advisors</b>	<ul style="list-style-type: none"> <li>Identify who the subject matter experts are who will be essential to advising the project</li> <li>E.g. Emergency program staff, other subject matter experts such as engineers or planners, Chief Administrative Officers (CAOs)</li> </ul>		
<b>6. Resource needs and commitments</b>	<b>IPREM Staff</b>		<b>Partner Staff (Local Government, Indigenous Communities, Partner Agencies)</b>
	<b>Resource Needs</b> <ul style="list-style-type: none"> <li>What is the type of work required by IPREM staff?</li> <li>E.g., Project management, contract administration, product/document development, or a combination of various tasks (identify).</li> </ul>	<b>Resource Needs</b> <ul style="list-style-type: none"> <li>What will be needed from local government staff?</li> <li>E.g., subject matter expertise, engagement</li> </ul>	<b>Commitments</b> <ul style="list-style-type: none"> <li>Identify any other resources that will be contributed to the project in addition to IPREM resources</li> <li>E.g., municipal staff time, financial commitments, contributions in kind, etc.</li> </ul>
<b>7. Desired result(s) or deliverable(s)</b>	<ul style="list-style-type: none"> <li>Identify the draft expected product (e.g., emergency plan) or service (e.g., facilitation for a regional forum) desired or expected</li> </ul>		
<b>8. Advisory or Champion Requirements</b>	<ul style="list-style-type: none"> <li>Identify the expected audience to provide advice and guidance on the project or products or who will be championing the project             <ul style="list-style-type: none"> <li>IPREM Staff or Partnership Director only, with advice from practitioners</li> <li>Steering Committee, CAOs or other senior leadership</li> <li>External committees</li> </ul> </li> <li>The role of Project Champions is to:</li> </ul>		

	<ul style="list-style-type: none"> <li>○ Support regional projects by promoting, advocating, and liaising with senior level decision makers on its benefits (strategic advantage, return on investment, etc.) with partners, all levels of government, regional entities, etc.</li> <li>○ Provide strategic guidance to the IPREM Project Lead to generate opportunities, address challenges, and present options for consideration by the Steering Committee, and other regional entities to support the success of the project.</li> <li>○ Maintain regular communication with the IPREM Project Lead on project status.</li> </ul>		
<b>9. Approval or implementation requirements (select 1)</b>	<input type="checkbox"/> Partnership Director only <ul style="list-style-type: none"> <li>▪ with advice from practitioners</li> </ul>	<input type="checkbox"/> Other subject matter experts <ul style="list-style-type: none"> <li>▪ through various committees, e.g., engineers</li> </ul>	<input type="checkbox"/> Steering Committee projects that require CAO engagement <ul style="list-style-type: none"> <li>▪ can require cross-region approval from each local government</li> </ul>
<b>10. Evaluation &amp; performance measurement</b>	<input type="checkbox"/> Cyclical review needed (Y/N) <input type="checkbox"/> Quarter and year of review: _____ <input type="checkbox"/> Other evaluation metrics: _____		



# Appendix 2: Project Selection Guideline Flow Chart

