BRITISH COLUMBIA

Ministry of Forests and Range

Tree Species Selection Project

Charter

APPROVALS:

Project Sponsors

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FINAL

Preface

This document defines the purpose, objectives, scope, deliverables, stakeholders, structure and management structure of the Tree Species Selection Project.

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Revision History

Date	Version	Editor/Author	Description of Activity
Nov 3 07	2	Sue Elo	Worked from Project Charter dated October 5, ver 1. Refocused on need for initial analysis and study rather than development. Documented potential structure, roles and responsibilities and timelines.
Nov 10 07	2	Sue Elo	Edited, following meeting with B Raymer and S Mah; added details on roles and responsibilities.
Nov 14 07	3	Sue Elo	Updated based on suggestions from B Raymer and S Mah; modified phase I activities to be broader than just the Guide; cut back on initiatives and stakeholders section and added Communications Appendix. Shirley re-wrote section 2: Background.
Nov 15 07	4	Sue Elo	Updated based on suggestions from B Raymer and S Mah; modified steering committee information; added details regarding long term nature of the project.
Dec 11/15 07	5	Sue Elo	Updated based on results of meeting with Project Sponsors and comments from other reviewers.
Dec 17/07	6	Shirley Mah	Updated based on review from TAC

1.0 Project Purpose

The purpose of this project is to confirm, refine and/or develop processes and tools to facilitate informed decision-making by Government and Industry on tree species selection. It must be understood that achievement of the project's goals will take time; the approach presented in this document is intended to help build long-term commitment from the appropriate stakeholders so as to ensure the project's success.

2.0 Background

A set of provincial Tree Species Selection guidelines have existed since 1990 to provide ecologically-based information and advice to practitioners about planting particular tree species and their limiting factors across a range of forest ecosystems. Since that time the guidelines have been updated several times with new information from ecologists, silviculturists, other specialists and operational staff. The most recent "guidelines" are found in the Reference Guide for Developing Stocking Standards (2003) and maintained by Forest Practices Branch.

With the transition since 2003 to results-based forestry legislation, there is greater emphasis on government and industry practitioners to exercise professional judgment and due diligence in the tree species selection decision-making in plans and implementation of those plans. Increasing uncertainty around future climatic conditions accentuates the need for strategies and information that will reduce risk.

The recent Dothistroma outbreak and Mountain Pine Beetle epidemic have highlighted the critical importance of considering landscape-level information in tree species selection decisions. Within the context of a results-based forest regime and changing climate conditions, for the Guidelines to remain relevant to practitioners and policymakers, a new "system" or decision support tool (some components currently do not exist) is needed to provide the best available science-based knowledge from relevant disciplines on an on-going basis.

This project is one of the projects supported in the Chief Forester's Future Forest Ecosystems Initiative, and will provide science-based information and analysis reporting to inform practitioners in their tree species selection decision-making at the stand- and landscape-levels. This project also contributes to the Ministry's continuous improvement framework for several FRPA resource values including timber, biodiversity, and wildlife.

3.0 Approach

This is not a systems development project – yet. There are a number of questions that must be answered before that step is taken. Thus the initial activities listed below will be referred to as **Phase I** of the project.

1. Confirmation, with senior management, of the need for Government to support both licensees and their own staff by providing a decision support tool/methodology to help all those involved to make the critical decisions related to species selection in this Province.

2. Clarification of expertise required and their availability. If senior management agrees that such a procedure/tool is required, a list of technical experts must be drawn up, with an estimation of how much time/funding is needed to secure their participation in both updating and maintaining this data. Many of these people will come from other divisions and thus approval from their direct line managers must be secured. In addition, senior management needs to confirm their support for ongoing support post implementation – from both business staff and technical (IMG/Developer) resources.

3. Confirmation and documentation of the current processes which involve the Reference Guide Standards:

    - The first process that must be understood is how the current guide is built, including the reasons for primary, secondary, tertiary, preferred and acceptable. Each data element will be explored for its usage and its current source. Who, what why when and where questions.
    - The next process (could be several) will explore usage of the other data sources to make decisions – by government, by licensees, by NGOs and the public. What are people looking for when they refer to this information? At what point in their business cycle(s) do they do this? How do they access the data?

4. Documentation and acceptance of improvements to the current processes, and potentially new processes.

    - Discussions of existing processes will inevitably lead to suggestions on how to improve them, and the kinds of the tools required to facilitate new tasks/data research that will be identified.
    - These new processes will need to be drawn out and confirmed by the project sponsor and other senior managers, as required.

If all of the above steps are successfully completed, the Project will have everything it needs to move to **Phase II**, where process confirmation and tool development will be explored. Some of the steps that will be taken at this time:

- Begin to implement business process changes identified in Phase 1.
- Explore support tool requirements, at a high level, based on the updated processes prepared in Phase 1
- Determine whether or not a new computer application is required to meet the business needs, or an enhancement of an existing one
- Document key features and data sources for the new application or enhanced features of the existing application

- Compile both process information and support tool needs in a General Business Requirements document
- Use those requirements as the basis for a Request for Proposals to find a developer.

Once a developer is selected, the project would move into the build, design and implement phase of the Systems Development Life Cycle, with analysis continuing as necessary throughout the life of the project. This may be referred to as **Phase III**. Some of the activities that would take place during this period:

- The structure of the Project Team may need to change at this time. People's roles will have to be reviewed and their participation confirmed, with support from appropriate managers.
- More analysis will be carried out, from a technical perspective, using the developer's expertise to expand the General Business Requirements documentation into a Detailed Business Requirements/Detailed Design document.
- The developer will undertake design and build activities, monitored closely by the Project team.
- Extensive testing and appropriate training will occur.
- The new business processes will need to be reviewed to see how they work, once a new tool is in place.
- With each release of the application, lessons learned will be documented and applied, and business processes will be reviewed and updated.

4.0 Success Criteria

- Phase I of this project will be successful when new processes are drawn up within the time period specified by the project team, there is consensus on these processes and full support by senior management. This phase of the project should also be considered a success if a clear decision is made and communicated not to undertake the rest of the project.
- Phase II of this project will be successful when it is evident that the new processes identified in Phase I are ready to be implemented, once the required supporting tool is in place. The full success of this phase will require a signed off Business Requirements document has been completed, including both process and technical details, in accordance with the requirements of the project plan.
- Phase III of this project will be successful when the new processes are fully functional supported by a tool that is integral to the new processes and meets user needs, as confirmed through post-implementation consultation with users.

5.0 Project Scope

In scope:

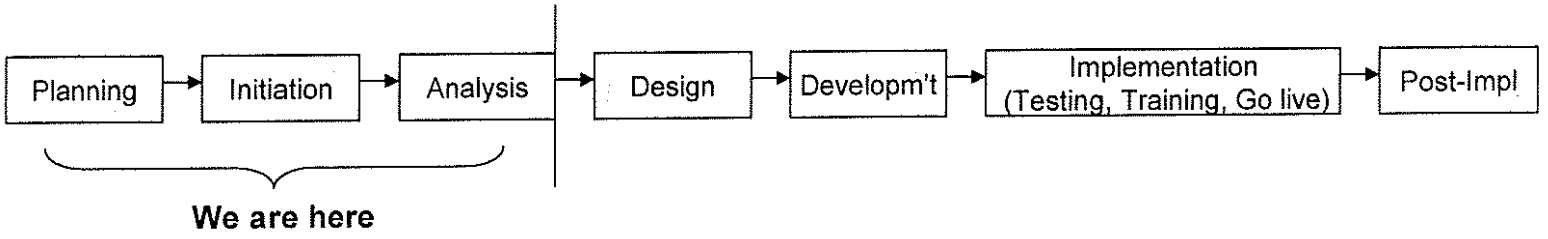
Review of all processes which involve the activity of tree species selection by licensees and review and/or analysis by government agencies, non-governmental agencies and the public.

Out of scope:

Development of new data sources may be recommended, but the development activity itself is out of scope.

6.0 Project Structure and Process

The project will follow the key tenets of the Systems Development Life Cycle (SDLC), as recommended by IMG:

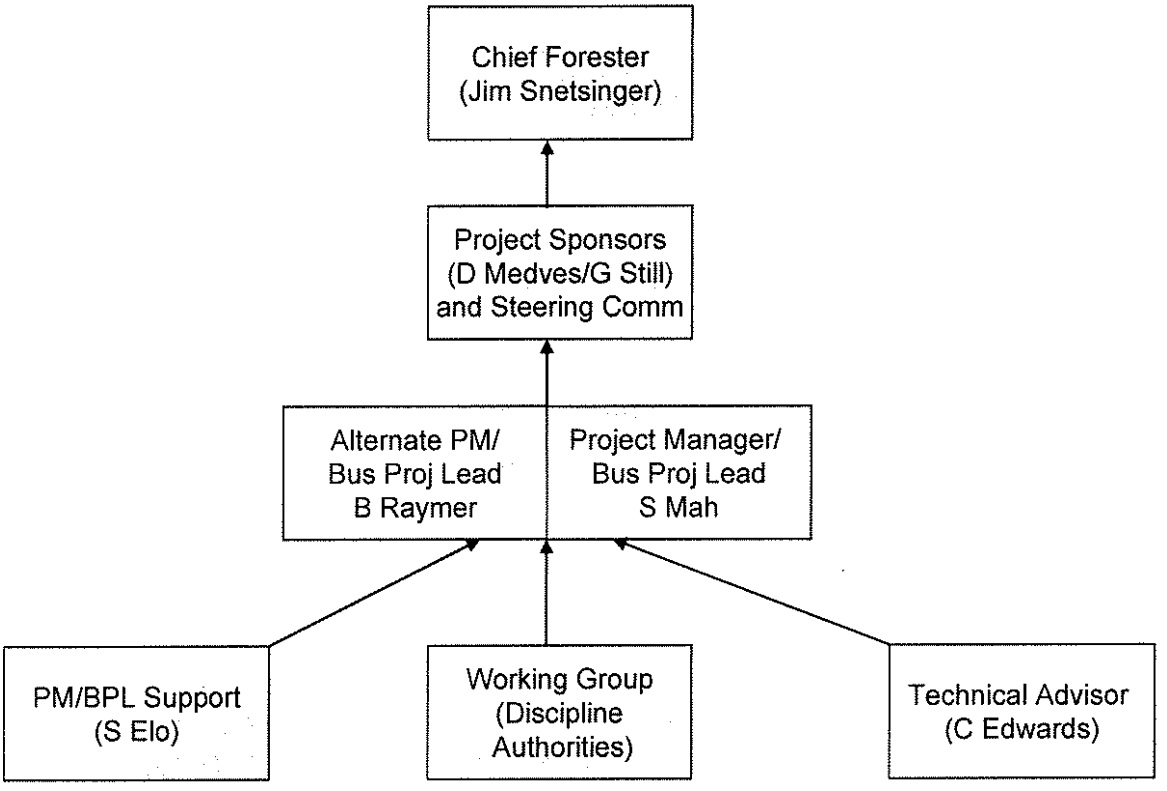


Heavy emphasis will be placed on the first three steps; if a decision not to go ahead with an application is made, the SDLC process stops there. If the decision is made to enhance an existing application or build a new one, we will revisit the first three stages of the SDLC and reorganize, because the team membership will change when a developer becomes involved and we'll need to plan, initiate and analyze again, at a more technical level, before moving on to design and development.

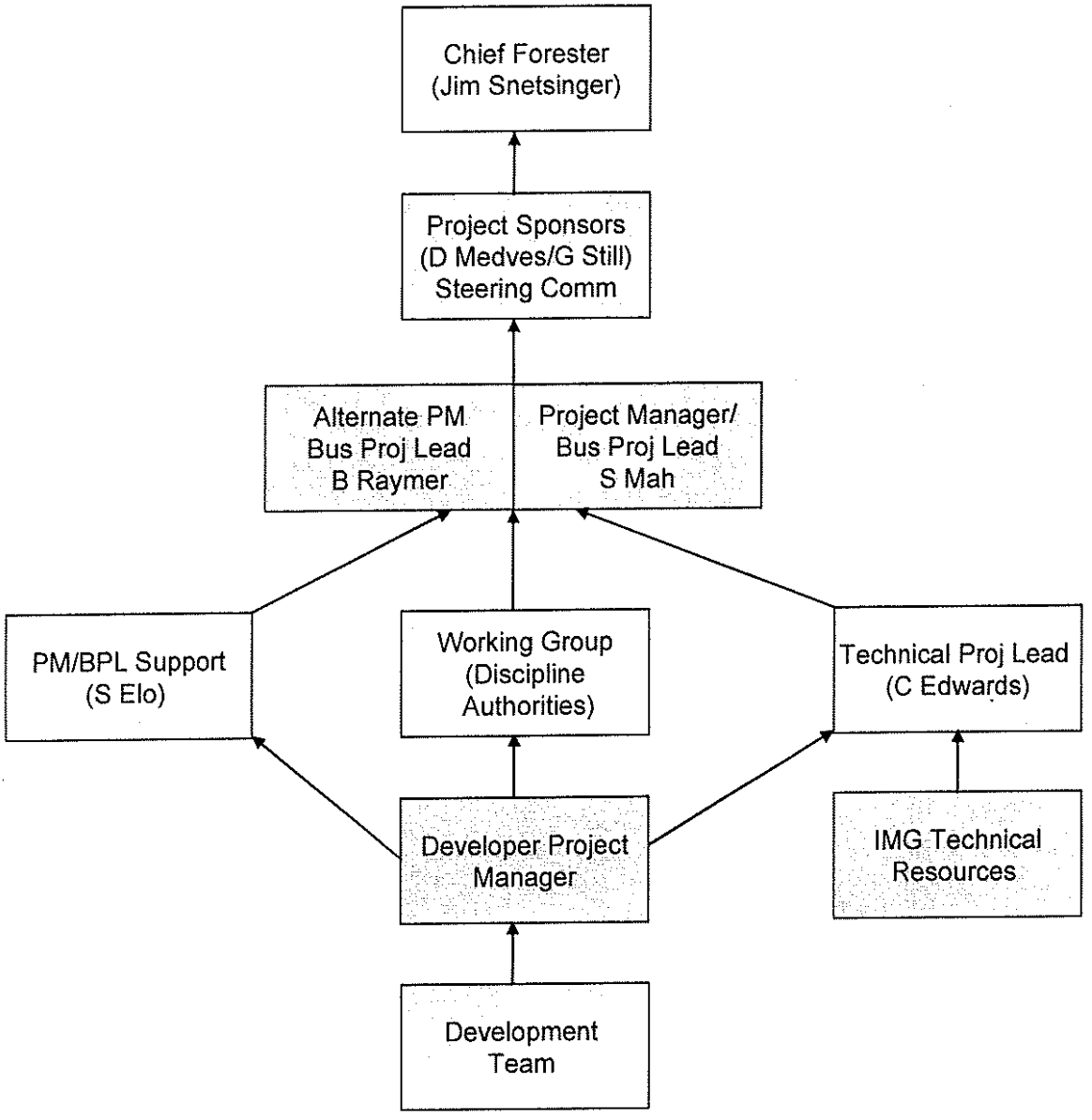
Note that planning will include confirmation of long term support for the project, including involvement by the project sponsors and confirmation of maintenance activities (ongoing contributor responsibilities, and, once an application or tool is built, system support activities. These maintenance activities, along with auditing and data management activities are part of the post implementation process, as outlined in the Systems Development Life Cycle (S2) document.

7.0 Project Organization

The project organization and roles will change over the life of the project. The organization in Phases I and II will look like this:



In phase III, assuming application design and development is required, the project organization will be expanded to look like this:



8.0 Roles and Responsibilities

The following table details the responsibilities associated with the roles presented in the above structure:

Role	Responsibility
Steering Committee (SC)	Project Manager/Business Project Lead consult this group as needed for business decisions at the program level. Thus the makeup of this group must include senior managers/technical experts whose business areas are affected by the implementation of this new process/system. The Project Sponsors, Diane Medves and Gerry Still, form the Steering Committee, and will liaise with related initiatives such as the Future Forests Ecosystems Initiative.
Project Sponsor (PS) Data Custodian (DC)	The sponsor's role is to champion the project at a very high level, ensuring sufficient funding is allocated (IGC meetings) and technical support provided from IMG as needed to meet project deadlines. The sponsor is usually the data custodian, responsible for the quality of data in the proposed system. In this project there will mostly likely be multiple data sources, and therefore more than one Data Custodian may need to be involved in sponsorship.
Project Manager (PM)	The Project Manager is responsible for the overall management of the project, and reports directly to the Project Sponsor. Specific tasks include: • Ensuring high level timelines are defined and met • Budget definition and management • Communication at all levels • Data quality process management It is critical that this individual have a firm understanding of the overall goals of the project, and maintains close links with the Project Sponsor(s).
Business Project Lead (BPL)	The business project lead works with discipline authorities (subject matter experts) to ensure the correct individuals are available for requirements gathering; manages the development of user materials and user testing, including coordination with the user group. Works closely with the Project Manager and Technical Project Lead. This role and that of PM are sometimes combined in one person. It is critical that this individual have a firm understanding of the business at hand so as to be able to work well with discipline authorities. However, some of the tasks of the BPL, such as testing and training, may be delegated as required.
Discipline Authority (subject matter expert)	These people form part of the project team, providing business area expertise, including both legislative

Role	Responsibility
(DA)	requirements and business process information; they will also be responsible for carrying out the processes and procedures which emerge out of the project. While there should be a dedicated group of DAs who participate as part of the team, the BPL may call in experts as required to assist with specific areas of the project.
Working Group	The group is made up of branch, regional and district members and industry covering all levels of expertise required to properly review the tree species selection business processes. These individuals must represent disciplines and users involved in the processes that the new tool/methodology will support. They need to be hands-on, participating in testing and, in some cases, training. They provide important guidance for issues around design and ease of use; district and industry members bring an important local perspective to the project.
IMG Technical Project Lead (TPL)	The TPL Works closely with Business Project Lead throughout all stages of the project to ensure the emerging system meets business needs; if IMG holds the funds directly for the project, the TPL coordinates all IMG resources and manages the contracted development team (and their contracts). As owner of the System Development Life Cycle process, advises Project Manager on which deliverables are appropriate to the size of project and assists in ensuring that all deliverables are properly produced; is responsible for Quality Assurance Testing (QAT); change requests. The TPL may wish to assign someone to manage some of the activities for which he is responsible, especially testing. The TPL will also be responsible for coordinating application support activities once a new application is in place.
IMG Technical Resources (TR) Project Office (PO)	The TPL is supported by the DAs and DBAs who form the technical resource team (TR), and reports on selected issues to the Project Office (PO).
Development Project Manager (DPM) Development Team (DT)	Reports to Project Manager. The leader of the contracted development team (DT) acts as Project Manager to the technical team who build the system; works with both Technical Project Lead and Business Project Lead; takes responsibility for the quality of the product produced by his team. In the long term, this same team, in conjunction with the IMG Technical Project Lead and Technical Resources, will likely be needed to support the application once it goes live. While the Project Manager is responsible for managing the

Role	Responsibility
	overall project plan for each release, which includes activities that do not involve heavily the Development Team (pre-planning, training and post-implementation), the Development Project Manager manages a detailed project plan for the middle phases of the life cycle, from initiation to migration, and provides the project team with detailed, budget expenditure reports.

9.0 Stakeholders

A wide range of individuals and groups will either create or use the potential decision support tool (this will be expanded once process flows are complete):

- MoFR Branches, Regional and District staff
- Ministry of Environment, Agriculture and Lands, ILMB
- Industry
- Certification agencies
- Public and Interest Groups
- Academia
- First Nations
- Forest Professionals

10.0 Related Projects and Initiatives

Specific groups who will be interested in this project and who must be informed about it are:

- Forests for Tomorrow - The program is aimed at improving the future timber supply and addressing risks to other forest values through the re-establishment of young forests on land that would otherwise remain under-productive. Two related initiatives are aimed at:
  - quantifying the effect of species choices (including broadleaf tree species) on long-term harvest levels; and
  - evaluating alternative means to establish forest-level targets for species composition in harvested areas.
- Future Forest Ecosystems – a Ministry of Forests and Range initiative for maintaining and enhancing the resilience of B.C.'s forest ecosystems.
- Climate Change and Carbon management – new work unit in Forest Stewardship Division

11.0 Milestones and Deliverables

Major milestones for the initial analysis phase are provided below. We will not be able to identify milestones for the subsequent phases until we are certain we are moving into a systems development project.

Program Development Milestones	Date
Complete Project Charter	November
Achieve Project Charter Approval	December
Communicate re: status of the project	December
Conduct initial workshop(s) on current processes/tools	January
Conduct second workshop(s) on new processes/tools	February
General requirements documentation	March

12.0 Appendix: Communications Matrix

The following is the beginning of a list of agencies who should be contacted at major milestones of this project to inform them of progress. This list will be updated with names and details as appropriate representatives are identified.

Name	Title	Affiliation	Email
		Forest Genetics Council	
		BC Timber Sales	
		Woodlot organizations	
		Centre for Forest Conservation Genetics (UBC)	
		Timber supply groups	
		Industry associations	
		Mountain Pine Beetle Group	
		Forest and Range Evaluation Program	
		First Nations	
		Climate change groups	
		Certification agencies	
		Operations Division	
		Forest Stewardship Division	
		Forests for Tomorrow program	
		Future Forests Ecosystems Initiative	