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the participants.

# Plugging into the Ocean

The data visualization, which the MDM student team developed, uses video game technology as a basis for the platform; we believe we are among the first team to implement a scientific data visualization which relies on a video game engine for its backbone. Discussions with the Fisheries Centre led us to adopting Blender as the engine we used, because it is both open source and free.

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hundred fish on screen, both the rasterizer and CPU were working hard, and at various points our frame rate was down to 3 or 4fps. Solutions came in the form of reducing the polygon count for the fish and making them unanimated and stupid once they were off camera. Sea grass was populated as the camera moved, and the terrain was laid down on a need-to-see basis. By the end, we felt we had pushed the limit of what the Blender engine could do.

Along the way, one of our team members, Steve Danic, put together a Blender tutorial for the rest of us, who were not as familiar with the software.

With Steven Pugh being our only full-time programmer and two others on the team supporting his work, the effort to make everything functional was daunting.

Early in the project, we adopted an Agile project management system. Agile development is based on rapid prototyping, and relies on a cycle that creates a fully functioning iteration right away, and then improves on it repeatedly to deliver a new version every two weeks. Using this methodology was a great decision for us (although we had some difficulty with it later in the project), as it allowed us to plan a detailed but flexible workflow for the entire project.

Daily Scrum meetings made it easy for the team to share and discuss pending tasks. Having the tasks visible on a white board helped in assessing the progress of the project and incentive to complete each iteration in the cycle. We had two people on our team, Steve Danic and Ashley Blacquiere, who had good project management skills, and it made a huge difference in terms of success and professionalism.

#### **Our Team and Workspace**

From day one, the team was well aligned, with the common goal of creating a well polished final product. Everyone was enthusiastic and dedicated to our vision. We had a great working environment and we got along exceptionally well. We're spoiled now.

Although there were a few low points, when the stress of meeting a deadline or achieving a particular result took a toll on each of us, we were great at encouraging and helping each other. We were also good at finding things to distract ourselves with: late night sessions of Rock Band and high-quality chocolate powered us through the difficult times.

Our project room was the perfect fit for the six of us. Initially, the desks and tables were pushed against the walls, which meant that we were all facing away from one another. We quickly changed this and found that the new configuration worked well for us. We had three desks in the middle of the room, each one shared by two people, all facing each other. It gave the entire project a much more collaborative feel.

We covered our walls with a lot of the drawings done by the two artists on our team, as well as colourful posters of underwater scenes of reefs and fish. We also had a significant amount of pre-production paraphernalia on our project room walls: contextual maps, cost-benefit analysis, risk assessment, vision statement, and so forth. These were great tools to use throughout the project, and it was good to always have them visible. Everyone could quickly see where we were, identify problems, and be clear on where we were headed.

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# The Challenges with Agile Development

Our Agile workflow worked very well for the first four cycles or so, about half the time. However, we began to fall behind our projected deadlines. Some tasks were pushed back week after week. Eventually, no one was really working from the task list on the board; we were just working on what we thought needed to be done to finish the project.

Part of this problem was that some of the tasks weren't measureable. We neglected to create accurate time estimations for each task, and many of our task descriptions were too broad, which made completing - or even starting -- them difficult.

The lack of adherence to the Agile workflow resulted in miscommunication on whether certain features were completed. As each cycle came to a close and certain issues had not been resolved, we sometimes used quick fixes instead of real solutions. This lead to confusion about what was finished, what was temporary, and what had to be updated from a patch. Some of this was precipitated by the perceived need to have a new feature to show our client every week.

Overall communications were pretty good, but a common reference for the look of the project was difficult to arrive at and took a while to establish. Initially, the client suggested that the final product be similar to "Ocean Dive," an aquarium screen saver. However, the team determined early on that the visual quality of "Ocean Dive" was not realistic enough and that a scientific visualization needed to be more accurate in the way it handled underwater color temperatures and suspended sediment.

Our concept artist sent visual targets to the client for approval, but we didn't think we got enough feedback to feel confident about the direction we should take. The issue was eventually resolved by us deciding what the product should look like and delivering that to the customer. In the end they were happy.

On our side, we should have shown our fish models to people at the Fisheries Center much earlier than we

did. It wasn't until the last few weeks of the project that we understood how inaccurate the fish animations were. Each species has a very specific way of moving and it would have been better if we had organized a critique from a fisheries expert sooner.

### Swimming Forward

Future phases of the project will produce visualizations for other regions as well as games designed to generate sustainable strategies for fisheries around the world. All of us who have worked on the project feel that it may have considerable impact on the management of future marine ecosystems and hope we've played a small part in supporting a sustainable future for our oceans.

Aerlyn Weissman is a graduate student in the Masters of Digital Media Program at Great Northern Way Campus in Vancouver and is responsible for camera, lighting, and overall visual quality in this project.

## Project Team

Stephen Danic Aerlyn Weissman Ashley Blacquiere Vincent (Sheng Yu) Yang Steven Pugh David Janer Patrick Pennefather (faculty)

## UBC Fisheries Centre

Sherman Lai Villy Christensen Daniel Pauly

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